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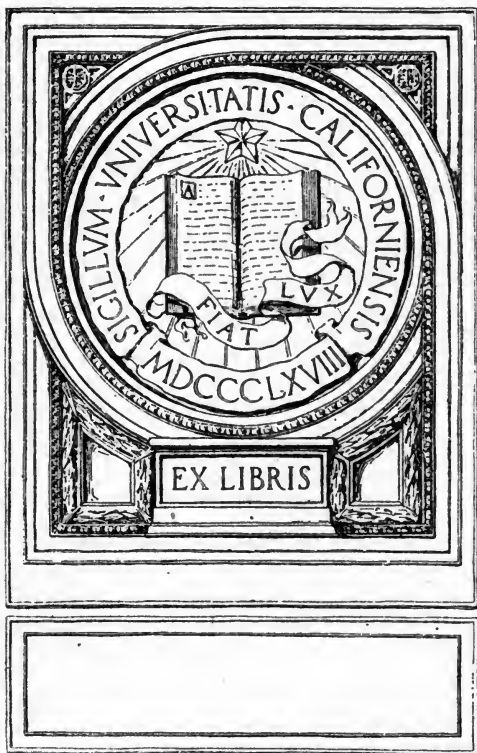
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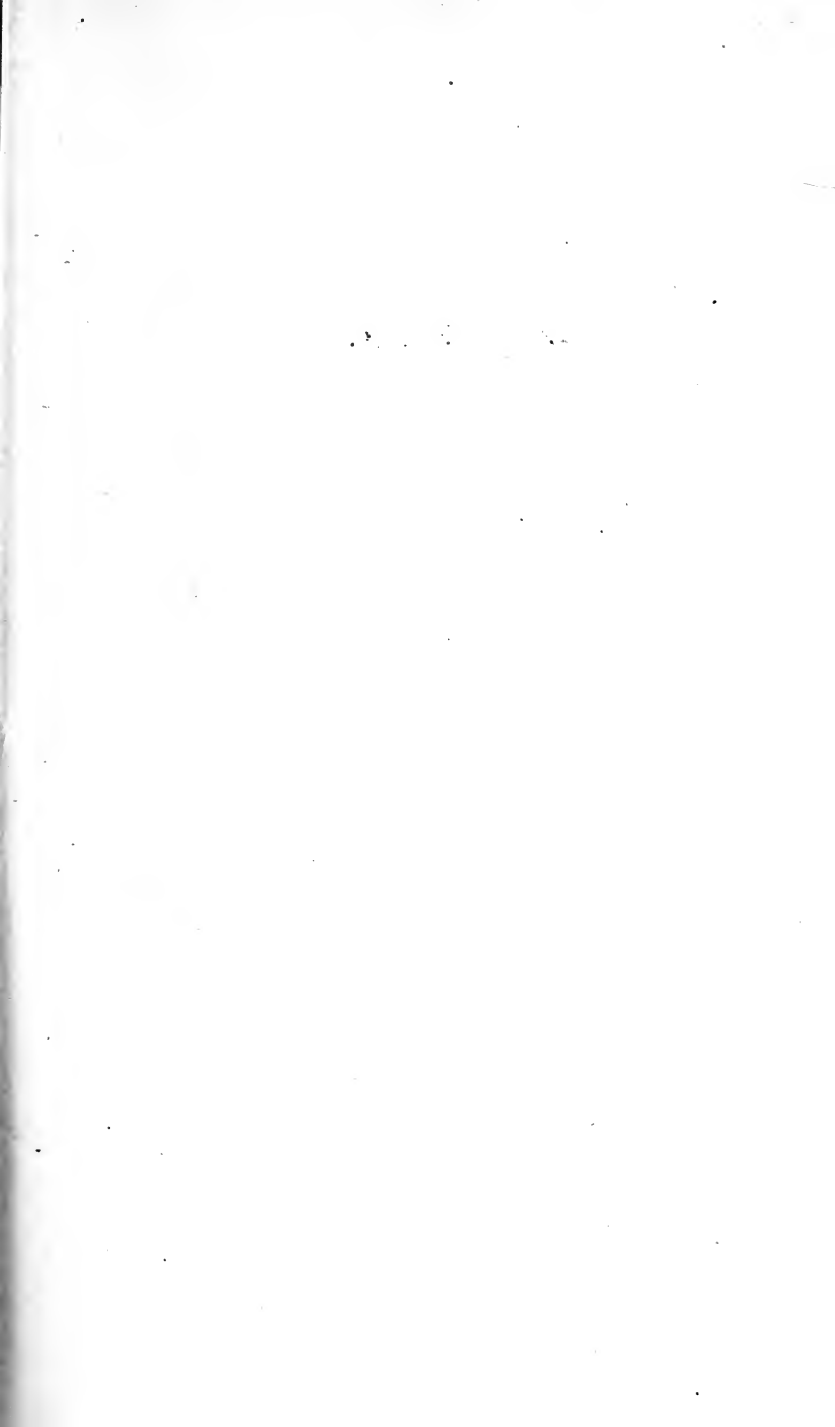
QUARTERMASTER AND ORDNANCE SUPPLY

A GUIDE TO THE FUNCTIONS AND THE SUPPLY SERVICE
OF THE UNITED STATES ARMY

GIFT OF

H. L. Mack





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**MATERIALS FOR THE STUDY
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ORDNANCE SUPPLY

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QUARTERMASTER AND ORDNANCE SUPPLY

A GUIDE TO THE PRINCIPLES OF THE SUPPLY
SERVICE OF THE UNITED STATES ARMY

BY INSTRUCTORS
OF THE
ARMY SUPPLY SERVICE COURSE

THE UNIVERSITY OF CHICAGO



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PREFACE

On May 5, 1917, the Storage Committee of the Council of National Defense requested the School of Commerce and Administration of the University of Chicago to offer a course in army supply work. This request was later supported by the Ordnance Department and the Quartermaster Corps.

The course was organized and has just been given for the third time. The numbers taking it and the frequency of requests for an outline of its subject-matter have seemed to justify putting this subject-matter into accessible form.

An appropriate title for the book would have been "Army Supply Work." Although the work of only two army bureaus is considered in extended form, the principles developed are applicable to the supply work of other departments. Not all phases of this supply work have been treated. Manufacturing operations, the work of constructing quartermasters, and the work of paymasters are some of the outstanding exclusions.

Numerous changes are now being made in the details of our army supply work, but no great modifications seem likely to occur in its fundamental principles. In view of this situation and also in view of the existence of various books and manuals concerning themselves with details, it has seemed that this book would render its best service by presenting the general outline or basic principles of supply work, with only such use of details as would be helpful in showing how the principles are applied. Anyone who has mastered the principles concerned will not find himself at a loss when changes are ordered in technical details.

Adequate acknowledgment cannot be made of the cordial co-operation which has been received from every side. Worthy of particular mention are: the long periods of overtime work by an already heavily burdened office force and library staff, the material furnished by the Quartermaster Corps School connected with the Philadelphia Depot, and the contributions of the instructing staff.

N. W. Barnes, H. A. Blankenship, R. I. Blatter, L. Cohen, H. R. English, G. E. Frazer, V. E. Gutwillig, J. O. McKinsey, R. Reticker, W. H. Spencer, J. Viner, T. M. White, and D. S. Whittlesey have assisted in the organization of the material. It would be difficult to find a group more unselfishly devoted to the service of our government in its present emergency.

L. C. MARSHALL

UNIVERSITY OF CHICAGO

September 10, 1917

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CHAPTER I

SOME PHASES OF THE MILITARY ORGANIZATION OF THE UNITED STATES

- A. The President and the War Department**
 - B. Army Organization in Terms of Territory**
 - C. Army Organization in Terms of Line and Staff**
-

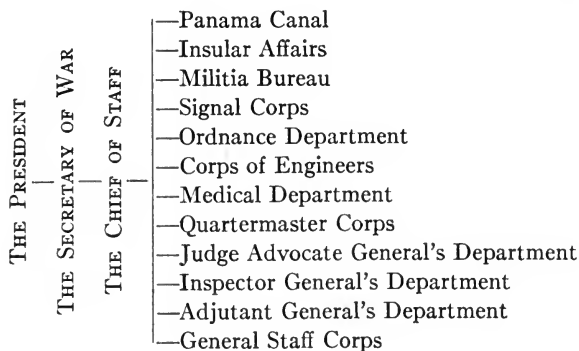
Our study, as a whole, concerns itself with the problems of supplying a modern army, assuming that the manufacture of the supplies has already occurred. The statement of the task indicates the order of treatment of the subject. The procurement of supplies, their physical handling and transfer, their issue, the systems of paper control (forms) used in these operations, are all dictated by army needs and are all accomplished in terms of army organization. The broad understanding of supply services, so essential to efficiency and wisely directed initiative in detailed transactions and operations, can come about only through an appreciation of the organization in which and through which the supply services are worked out. This means that we shall need to study certain phases of the military organization of the United States.

A. The President and the War Department.

1. *The President.*
2. *The Secretary of War and His Department.*

The center of our army organization is of course to be found in Washington. Constitutional provisions, legislative enactments, administrative rulings and precedents furnish the authority and guidance for the actions of the federal officials concerned. With the details of all this we are not concerned. Our purpose will have been accomplished when we secure an elementary understanding of the war powers and duties of the main divisions of the federal government and then, more particularly, a view of the scheme of organization by which the War Department carries out its supervision of supply

and other military operations. Below is a skeleton organization chart of the more significant elements of the situation.



READINGS

Fairlie, J. A.: *The National Administration of the United States of America*, pp. 32-38 deal with the military power of the President; pp. 135-40, with the army organization in the past; pp. 140-48, with the bureau organization of the War Department. It should be noted that this work was published in 1905 and that numerous changes have occurred since that time.

McLaughlin and Hart: *Cyclopedia of American Government*, III, p. 648, "War Powers of the President." A brief and recent statement of the legal aspects of the case.

Finley and Sanderson: *The American Executive and Executive Methods*, chap. xviii. A lengthier exposition of the war powers of the President.

U.S. War Department: *Regulations for the Army of the United States, 1913, Corrected to April 15, 1917* (abbreviated *A.R.*); §§ 752-73, General Staff Corps; § 774, Adjutant General's Department; §§ 878-914, Inspector General's Department; § 915, Judge Advocate General's Department; §§ 1000-91, Quartermaster Corps; §§ 1386-87, Medical Corps; §§ 1493-1510, Corps of Engineers; §§ 1511-121, Ordnance Department; §§ 1556-68, Signal Corps.

× U.S. War Department: *Manual for the Quartermaster Corps, United States Army* (abbreviated *Q.M.C.M.*), §§ 1-38.

U.S. General Staff, War College Division: *The Organization and Administration of the War Department Adapted to a Change from Peace Conditions to a State of War*, entire.



- Lawton, McArthur, and Dempsey: *Field Quartermaster's Handbook*, pp. 1-14. A partial restatement of the material in A.R. and in Q.M.C.M.
- Moss, Maj. J. A.: *Officers' Manual*, 6th ed., §§ 157-202. A summary statement of the organization of the War Department.
- U.S. War Department: *Compilation of General Orders, Circulars and Bulletins, 1881-1915*, §§ 168-70, dealing with the General Staff Corps.
- Carter, Maj. Gen. W. H.: "Can the General Staff Corps Fulfill Its Mission?" *Journal of the Military Service Institution*, May-June, 1916. Digested in the *International Military Digest Annual for 1916*, pp. 587-88. A critical discussion of the General Staff Corps.

QUESTIONS

1. State the powers and duties of the President with respect to war, as laid down by the Constitution.
2. State the power and duties of Congress with respect to war.
3. Does the President have any connection with the declaration of war? with the establishment of terms of peace?
4. "The conduct of war is vested in the President in the fullest extent save as qualified by the legislative powers vested in Congress and by the laws of war." What purpose lies back of these restrictions?
5. "In war time the President is likely to assume all the powers which the emergency requires." Why? Can he do this to the extent of exceeding his constitutional powers?
6. "Congress is given power to make 'rules for the government and regulation of the land and naval forces.' The Constitution also provides that 'the President shall be Commander in Chief of the Army and Navy of the United States and of the militia of the several States when called into actual service of the United States.'" How can these provisions be reconciled?
7. "Acts performed by the President in the exercise of his military command are not reviewable by other branches of the government." Is this wise?
8. Just how does an understanding of the powers and duties of the President aid a supply officer in the performance of his duties?
9. What philosophy lies back of the scheme of having a civilian secretary at the head of the War Department?
10. What procedure is open if the Secretary of War cannot agree with the President on some fundamental issue? Does your answer concerning the facts of the case coincide with your opinion of what should be the case?

11. "Badly managed, the civilian secretaryship scheme can readily result in inefficiency." What safeguards exist against this result?

12. "Since 1789 the average term of service of the secretaries of war has been less than two and one-half years." What consequences flow from this fact?

13. Are we to think of the personnel of the War Department as rapidly changing or as reasonably permanent? What difference does it make from the point of view of the organization of the supply services?

14. What advantages flow from having a Chief of Staff?

15. How is the Chief of Staff appointed? Suppose he cannot agree with the President and the Secretary of War on some issue of fundamental importance, what procedure is open to him?

16. Does a new President mean a new Chief of Staff? Does a new Secretary of War mean a new Chief of Staff? Irrespective of the facts, what *ought* to be the case?

17. Who is really the head of the Army—the President, the Secretary of War, the Chief of Staff, or the General in Chief (if one exists aside from the President)?

18. "The title of Commanding General has disappeared." What has replaced it?

19. An army in the field will have a Chief of Staff. What relation will he bear to the Chief of Staff at Washington?

20. Be able to enumerate the sub-departments (bureaus) of the War Department which have a bearing on our present study.

21. "The General Staff Corps is the connecting link between the Secretary of War and the Army." Does this adequately characterize the situation?

22. Distinguish between the General Staff serving with troops and the War Department General Staff.

23. "The War Department General Staff will be arranged in sections." Enumerate some appropriate functions for such sections.

24. "The law establishes the General Staff Corps as a separate and distinct staff organization, the chief of which has supervision, under superior authority, over all branches of the military services, line and staff, except such as are exempted therefrom by law or regulations." What is the significance of the expression "line and staff"?

25. "The organization of the General Staff Corps in 1903 marks a great step forward in efficient army organization." Why or why not?

26. Does the General Staff affect legislation or is its influence confined to administration?

27. "The tour of duty of a staff officer of a regiment is limited to four years." What is a "tour of duty"? What is the point of the four-year limit?

28. The Quartermaster Corps desires to increase its allotment of men. Will the General Staff have any contact with the problems at issue? What are some of the problems at issue?

29. State in terms of the philosophy of the organization (not in terms of details) the position of the General Staff Corps. Is such an organization more or less significant now than it would have been one hundred years ago?

30. "To adjust and perfect the subtle and intricate machinery by which great masses of soldiers are to be fed, clothed, armed, moved, inspired with confidence, *and carried through victorious battle* is, after all, wrapped up in the perfection of staff organization." The popular mind certainly does not think in these terms. Why?

31. Suppose troops are being transported to Europe, convoyed by the Navy. Does the Army or the Navy control the transportation of these troops? Are the soldiers, during transit, under the authority of the Army or of the Navy?

32. Is the Marine Corps under the jurisdiction of the Army or of the Navy?

33. What should you guess was the relation of the Chief of Staff to the decision to send troops to France? What was the relation of the General Staff Corps to the assembling and transporting of the troops?

34. Is the personnel of the General Staff Corps identical with, or distinct from, that of such bureaus as the Ordnance Department, the Quartermaster Corps, etc.?

35. What do you understand to be the main function of the Adjutant General's Department?

36. Clearly the Inspector General's Department deals with inquiry and inspection. How far do its duties extend?

37. Do the Inspector General's representatives have power to order alterations or merely to make recommendations?

38. Do inspectors general have the authority to inquire into actions of disbursing officers?

39. Were the physicians who examined you at the time of your enlistment under the direction of the Medical Department or that of the Adjutant General?

40. Regulations are so and so with respect to physical requirements. You have a slight physical defect. Could this be waived by the Judge Advocate General, the Adjutant General, or the Surgeon General?

41. "Medical Department enlisted personnel is classified as follows: (a) that portion attached to combatant organizations;

(b) that portion assigned to units of the divisional sanitary train and to administrative offices in the field; (c) that portion assigned to the service of the interior for service in war." State some of the duties falling to members of each division.

42. Farriers are in the Quartermaster Corps. Do veterinarians belong in the Quartermaster Corps or in the Medical Corps?

43. The trenches are sometimes almost lined with telephone wires. What branch of the service constructs these means of communication? What branch operates them?

44. Occasion arises to look up the service record of Captain John Smith, deceased, of the Ordnance Department. Where can this record be found?

45. Richard Roe receives a commission in the Quartermaster Corps. What bureau prepared this commission and sent it out?

46. Who could tell you, as a matter of final authority, whether a given person has a right to wear the uniform of the Army?

47. List the main functions of the Quartermaster Corps.

48. The Quartermaster Corps is the greatest supply department. What obligations has it to supply the Signal Corps?

49. The German organization had a quartermaster as chief of staff for Hindenburg and a quartermaster as minister of war. What is the significance of these facts?

50. Name as many points of contact as you can between the Quartermaster Corps and the Medical Department.

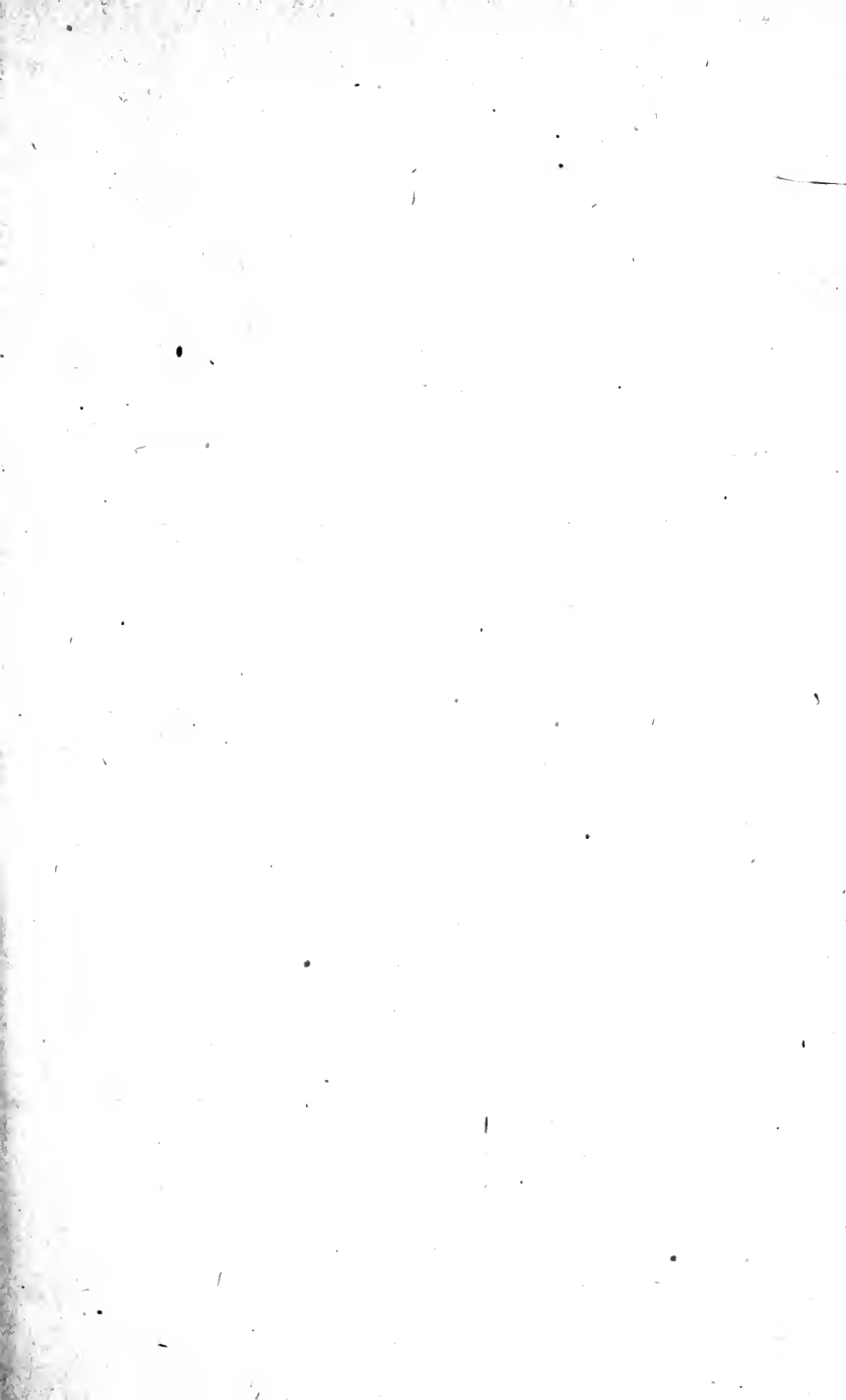
51. Contrast the duties of the Quartermaster Corps and the Corps of Engineers with respect to the construction of roads, railways, bridges, storehouses, etc.

52. As a division marches, it may extend over twenty-five miles of road. How is communication maintained between the various elements? Precisely what concern has a quartermaster or ordnance man with this question?

53. "The duties of the Corps of Engineers comprise reconnoitering and surveying for military purposes." Does this mean that all reconnaissances are under the direction of the Corps of Engineers? What does it mean?

54. Inspections are classified as follows: (a) annual tactical inspections of troops of the mobile army by department and brigade commanders; (b) annual garrison inspections; (c) inspection of the National Guard; (d) special and miscellaneous inspections. Cite at least one duty performed in each case.

55. Do you understand that there are special persons who serve as inspectors or inspectors general or do you understand that, when an inspection is to occur, some available officer is designated to make the inspection?



56. What are the duties of the Ordnance Department? What are the organizations which the Ordnance Department has developed in order to carry out these duties?

57. What is the relation existing between the Chief of Staff and the Chief of Ordnance?

58. Where are the lines of demarcation between ordnance men of the Ordnance Department and ordnance men of the line?

59. Enumerate the duties of the Judge Advocate General. Are there any points of contact between this bureau and the Ordnance Department or the Quartermaster Corps?

60. Name a point at which the Inspector General's Department comes into contact with the Quartermaster Corps; with the Ordnance Department; with the Militia; with the Adjutant General's Department.

61. Can you detect any general principle which seems to govern supplying the specialized services such as the Medical Corps and the Signal Corps? Does the general principle seem to you sound?

62. Modern warfare emphasizes strongly intelligence work. Who is responsible for securing information concerning possible enemies in time of peace?

63. You see in the papers that contracts have been made with such and such a firm to erect buildings at some cantonment. Is it not the duty of the Quartermaster Corps to erect such buildings?

64. "Quartermaster sergeants will be made to alternate frequently from one division of the office to another, so that when the service of one of the non-commissioned officers is required it will be unnecessary to inquire whether he was formerly engaged in commissary work or in transportation work." Is this scheme practicable? On what principle do you base your answer?

65. "The really efficient quartermaster of the future will be an expert man of business as well as versed in war, a man knowing sources of supply, best and quickest methods, as well as the diversifications of modern business." Is this true? Can one man possess all this information?

B. Army Organization in Terms of Territory.

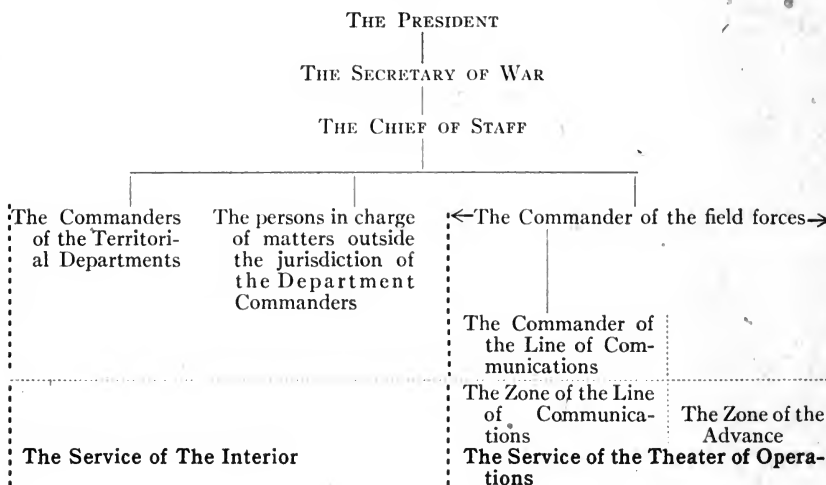
1. *The Service of the Interior.*

2. *The Service of the Theater of Operations.*

Inasmuch as army administration is largely organized on a territorial or geographical basis, army organization in terms of territory is our second large topic. Unfortunately, full discussion of this topic involves a fairly detailed knowledge of most of the matters

presented in this book. At this stage of our study we shall have to be content with broad outlines and half-truths.

The following diagram shows the main outlines of the territorial organization. The part above the dotted line is in terms of personnel, the part below that line is in terms of geographical area.



I. THE SERVICE OF THE INTERIOR.

- a) *The Functions and Organization of the Territorial Department.*
- b) *Matters Outside the Jurisdiction of the Territorial Department.*

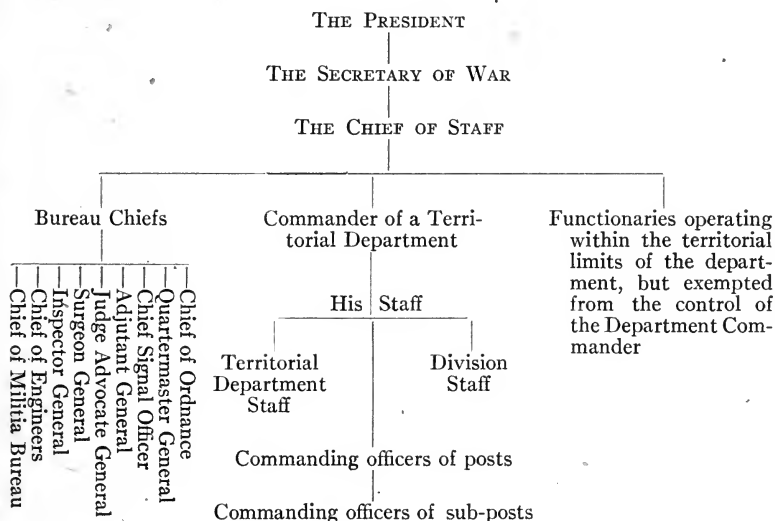
Descriptively speaking, the home or interior region contains a complex of arsenals, depots, camps, forts, hospitals, troops, etc., which must be welded into some form of organization. This organization should be one which efficiently conducts routine administration in time of peace and is yet susceptible of ready enlargement and smooth action in time of war when it becomes necessary for "the service of the interior to supply the commander of the field forces with the means necessary for the accomplishment of his mission."

"The service of the interior functions both in peace and in war," and the responsible heads are "(a) department commanders and (b) bureau chiefs, having for this purpose general depots of supply, general hospitals, arsenals, etc., and (c) in certain instances, commanders of concentration camps and of ports of embarkation." These statements from the *Field Service Regulations* tell most of the story. It may be put in other terms: the home territory is divided

into territorial departments and the Department Commander commands all the military forces of the government, both line and staff, within the limits of that territorial department, *save as exempted by the Secretary of War*.

At the present time there are nine territorial departments. Three lie outside the territory of the parent country, viz., the Philippine Department, the Hawaiian Department, and the Panama Canal Zone. Six lie in continental United States. The Eastern Department has its headquarters at Governor's Island, New York harbor; the North-eastern Department has its headquarters at Boston, Massachusetts; the Central Department has its headquarters at Chicago, Illinois; the Southeastern Department has its headquarters at Charleston, South Carolina; the Southern Department has its headquarters at Fort Sam Houston, Texas; the Western Department has its headquarters at San Francisco, California.

A chart which attempted to show all lines of authority and all interrelationships of the service of the interior would be exceedingly complex. The following chart shows only the simpler facts of the organization.



READINGS

U.S. War Department: *Field Service Regulations, United States Army, 1914* (abbreviated *F.S.R.*), §§ 236, 247-58. The organization of the service of the interior.

Rubottom, Capt. Holland: *Questions on Field Service Regulations of the United States Army*, §§ 236, 247-58. A book of questions covering the F.S.R. in detail.

A.R., §§ 190-210, on territorial departments and posts; §§ 303-15, on the coast artillery.

U.S. War Department: *General Orders No. 51, 1917*, entire. Classification of the territorial departments.

Q.M.C.M., § 398. The system of numbering army depots, posts, etc., in the service of the interior.

U.S. Secretary of War: *Report on the Organization of the Land Forces of the United States*, entire. Critical discussion of the territorial department, published in 1912 and therefore largely superseded.

×× U.S. General Staff, War College Division: *Strategic Location of Military Depots, Arsenals and Manufacturing Plants in the United States*, entire. A plan for improving the lay-out of the service of the interior.

✓ ———: *Mobilization of Industries and Utilization of the Commercial and Industrial Resources of the Country for War Purposes in Emergency*, entire. A plan for efficient use of the resources of the service of the interior.

✓ Goltz, Baron von der: *The Conduct of War*, pp. 88-98. The use of the service of the interior in preparation for fighting.

QUESTIONS

1. Explain what is meant by, and what is included in, (a) the service of the interior; (b) the service of the theater of operations; (c) the zone of the line of communications; (d) the zone of the advance.

2. What are the reasons for having territorial departments? What are some of the defects of the present organization?

3. Who appoints the department commander?

4. What is the appropriate rank for a commander of a territorial department?

5. "The department commander commands all the military forces of the government within the limits of the territorial department, save as exempted by the Secretary of War." Make as long a list as you can of (1) the outstanding inclusions, (2) the outstanding exclusions.

6. Look through the list of matters exempted from the control of the department commander. Can you detect any general principle governing the exemptions?

× 7. Could mobilization camps for the National Army be taken from the territorial department organization for purposes of instruction and discipline, but retained in that organization for purposes of supply? If not, why not? If so, on what authority? Can you cite any reasons why such action should be taken?

8. "The theory is that a territorial department shall contain a division of troops so that officers may have practice in handling troops. Instead, our army posts are the result of historical accident and political pull, so that efficient military organization has been sacrificed." How far is this true?

9. Does the department commander have any functions with respect to the R.O.T.C. at a university? If not, why not? If so, on what general principles?

10. What are the outstanding duties of the commander of the port of embarkation with respect to camps, supplies, detraining, transports, other shipping, administrative groups?

11. Distinguish between a mobilization camp and a concentration camp; between posts, forts, camps, bivouacs, and cantonments.

12. "The essential difference between the coast fortresses and the mobile troops lies in the fact that the coast artillery is local and will remain local both in peace and in war. The mobile forces, however, will not be confined to a definite territory." Is this difference significant for purposes of organization?

13. What relation does the coast artillery bear to the territorial department? Is the position of the coast artillery analogous to that of the Marine Corps? Why or why not?

14. What are the arguments for removing the coast artillery from the jurisdiction of the department commander?

15. With what officer does the command of troops at a concentration camp lie? What is the situation with respect to the port of embarkation? What considerations would make for removing these matters from the jurisdiction of the department commander?

16. "An arsenal is in a territorial department, but not of it." Explain.

17. Does the commander of a territorial department have a Chief of Staff? If so, what are his duties?

18. *A.R.*, § 197, gives a list of functionaries on the staff of the department commander. These people, in the main, seem to owe allegiance to various bureaus which are not in the jurisdiction of the department commander. Is the statement in *A.R.*, § 197, correct?

19. List the activities of the service of the interior in preparing troops for, and forwarding them to, the theater of operations. When do the duties of the department commander end? As they leave his jurisdiction what supplies should the troops have? Why this amount?

20. "The location of our arsenals, military depots, and munition-manufacturing plants leaves much to be desired." Precisely what?

21. If troops are to be sent abroad, will the concentration camp be placed in the port of embarkation? Why or why not? Will there be a supply depot at the concentration camp?

22. The Central Department has, of course, a department quartermaster, and a quartermaster depot is located at Chicago. Is the commander of the depot under the authority of the department quartermaster? of the department commander? of the Quartermaster General? of the Chief of Staff at Washington?

23. What need of an understanding of the organization of the territorial department has an ordnance sergeant or a quartermaster sergeant connected with stores work?

24. "If one knows the territorial department, he knows the service of the interior." Why or why not?

25. A group of bureau chiefs appears in the organization of the service of the interior. What are their functions in time of peace? in time of war?

26. "The organization of the staff of the territorial command should be based on a recognition of the separateness of the territorial and tactical functions of the commander. As a territorial commander he is concerned with posts, reservations, administrations, and supply. As a tactical commander he is concerned with the constituent brigades and special units of his command. One function is territorial and fixed, the other is mobile and goes with the troops." Is this organization actually found?

27. Make a map of the Central Department, showing at least one example of each of the military establishments found there. Distinguish between those under the control of the department commander and those which are independent of him.

2. THE SERVICE OF THE THEATER OF OPERATIONS.

a) *The Functions and Organization of the Zone of the Line of Communications.*

b) *The Functions and Organization of the Zone of the Advance.*

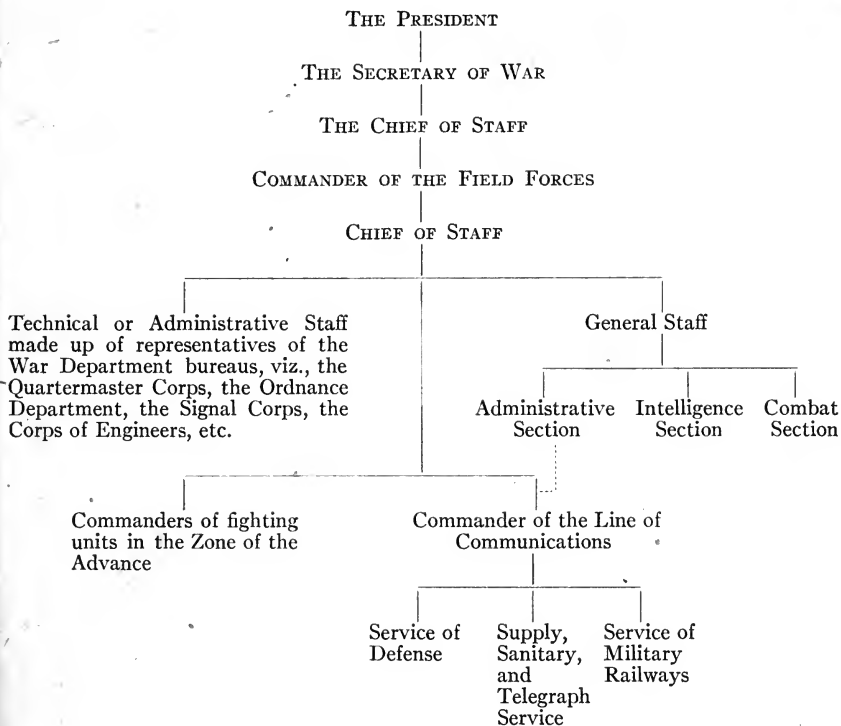
One purpose dominates the theater of operations—that of destroying the enemy. The organization is drawn in terms of that purpose. Supreme authority rests with the commander of the field forces. He is provided with advisers concerning military operations and with advisers and administrators in charge of the various staff services. His mind is left relatively free to grapple with the great questions of strategy.

The heavy burden of actual conflict rests upon the troops in the zone of the advance. "The mission of the tactical units and administrative groups assigned to the line of communications is to relieve the combatant field force as far as possible from every consideration except that of defeating the enemy." In other words, as its name signifies, the function of the zone of the line of communications is that



of serving as the connecting link or transmission system for troops, supplies, etc., between the service of the interior and the region of actual fighting.

A simplified representation of the organization laid down to accomplish the tasks falling to the theater of operations is shown below.



READINGS

F.S.R., §§ 237-44, 259-63, 357-85. Organization of the service of the theater of operations.

Rubottom, Capt. Holland: *Questions on F.S.R.*, §§ 237-44, 259-63, 357-85. "What You See at the Front," *The World's Work*, XXXIII, pp. 602-22.

Diagrams and photographs of the theater of operations.

Smith, Lt. J. S.: *Trench Warfare*, entire. A presentation of the fighting conditions in the zone of the advance under modern conditions.

O'Ryan and Anderson: *The Modern Army in Action*, pp. 126-29. The relation of the line of communications to the army.

Goltz, Baron von der: *The Conduct of War*, pp. 77-88. A discussion of the base.

Sharpe, Brig.-Gen., H. G.: *The Provisioning of the Modern Army in the Field*, p. 20. A brief statement concerning bases.

QUESTIONS

1. State the functions of the War Department with respect to the commander of the field forces.

2. What good purpose, if any, is served by dividing the theater of operations into the zone of the line of communications and the zone of the advance?

3. Where is the headquarters of the commander of the field forces usually located? that of the commander of the line of communications? Define the limits of the zone of the advance.

4. "One should not confuse administrative units with tactical units." What is the distinction between them?

5. The operations of an army may be likened to those of an "assembling" industry. The right thing must be done at the right place at the right time. In such an industry the problem of "control" is very serious. Of what "control structures" does the commander of the field forces make use?

6. What is meant by the base? Is it a line, a point, a province, or a country?

7. What are the outstanding purposes of the base? What essential features will a good base possess?

8. What is an advance base? a double base? Is the base of operations the same thing as the base of supply?

9. Make a list of the significant physical things which are to be found at a base.

10. State the advantages and disadvantages flowing from having allied armies operating from divergent bases.

11. "A base must have well-knit interdependence, both in terms of physical communication and in terms of organization." What does this mean? Why is it true?

12. "The base is under the jurisdiction of the commander of the line of communications." Why or why not?

13. State in general terms the functions of the commander of the line of communications.

14. Make a list of the significant physical things which are to be found in the zone of the line of communications.

15. Define the limits of the zone of the line of communications.

16. What is the base section of the line of communications? the advance section? the intermediate section? Could a given line of communications have one base section and several advance sections?



Is the advance section of the line of communications the same thing as the zone of the advance?

17. Does the commander of the line of communications actually have troops under him? If so, for what purpose? If not, why not?

18. "Troops for the protection of field army troops are preferably furnished from troops assigned to the line of communications." Explain. Show the military wisdom of such a policy.

19. "It is the function of the divisions in advance to extend back, during an advance, and make connections with the line of communications. 'It is not the function of the line of communications to extend its lines.' Why or why not?"

20. "In principle, the administrative services of a division must have the same degree of mobility as the division itself." Why or why not? What bearing has the statement upon the functions of the line of communications?

21. "A depot of supply." Where may such a thing be found? X

22. *A.R.*, § 1508, says: "An officer of the Corps of Engineers is detailed as director of railways on the staff of the commander of the line of communications. Under the direction of that commander he is charged with the construction, maintenance, and operation of railways under military control in the theater of operations, directs and co-ordinates the work of the military and civil staffs, takes charge of such railways and their appurtenances in the theater of operations, including both existing lines and extensions, as may be required in military operations, and is responsible for the proper working of railways." *A.R.*, § 1000, says: "The Quartermaster Corps is charged with the duty of providing means of transportation of every character which may be needed in the movement of troops and material of war." Can you harmonize the two statements? +

23. "The staff functions of the headquarters of units larger than a brigade may be separated into two groups: (1) the general staff group, (2) the technical and administrative group." What are the functions of each group? Comment on the purposes of this scheme of organization.

24. It is said that the assistants of the chief of staff of a field army have charge of three general divisions of the work: (a) the combat section; (b) the administrative section; (c) the intelligence section. Explain the functions of each.

25. An army is operating in the field. Who is responsible for securing information concerning the enemy's strength, disposition of forces, and movements? Does the intelligence section of the General Staff actually go out and collect information?

26. Differentiate between a field army and field army troops. What is the composition of field army troops? What is meant by a brigade of field army troops?

27. "The technical and administrative staff officers with a field army perform the duties appropriate to their office under the instructions of their commander. During the period of grand tactical operations with commands larger than a division, and when a line of communications is in operation, their functions are advisory. Upon completion of the grand tactical operations and upon the discontinuance of an organized line of communications, or if no line of communications has been organized, these staff officers assume a more immediate control of their respective staff personnel, depots, hospitals, etc." Explain the meaning of each statement. Show the "why" of each statement.

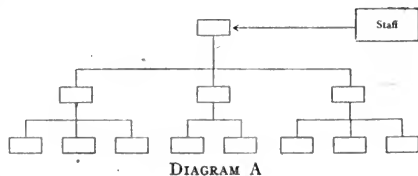
28. You are a quartermaster sergeant working in a depot in the service of the interior. What concern have you with an understanding of the service of the theater of operations?

C. Army Organization in Terms of Line and Staff.

1. *The Theory of Line and Staff Organization.*
2. *Army Line Organization.*
3. *The Organization of the Quartermaster Corps and the Ordnance Department.*

I. THE THEORY OF LINE AND STAFF ORGANIZATION.

It is commonplace that there is no one "correct" form of organization. Organization is not an end in itself. It is a means to an end, a method, a device to secure orderly procedure in carrying out



a policy. It follows that the form of organization used should vary according to the purpose in view and the material available for the achievement of this purpose.

Whatever may be one's conclusion concerning the form of organization which should be used in a given case, the form actually used is generally largely the result of historical development. It is so with army organization. While army organization is of no one pure type



to the exclusion of others, it will best serve our purposes to think of it as a "line and staff" organization.

Line organization is too well known to justify detailed description here. It is a good form of organization when the purpose is that of securing prompt execution, by large numbers, of a well-understood (preferably simple) operation. When operations are complex, however, and particularly when their successful conduct depends upon the application of advanced scientific or technical knowledge it is desirable to supplement the line organization with some scheme of utilizing this specialized knowledge. "The Staff" is one such device. The staff may thus be said to be a body of experts who place their knowledge and skill at the service of the line. This may be done in various ways. Representative of two extremes are Diagrams A and B. Diagram A represents the case where the counsel of the staff officials is given to high line officials who pass it down to the lower ranks. Diagram B represents the case where the counsel, and possibly positive direction, of the staff officials is given to lower ranks direct. Illustrations showing compromises and variations will occur to everyone.

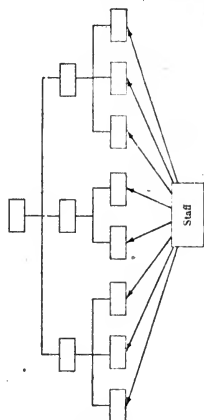


DIAGRAM B

READINGS

- Kimball, D. S.: *Principles of Industrial Organization*, pp. 64-76. Line and staff organization in general.
- Emerson, Harrington: *Efficiency as a Basis for Operation and Wages*, chaps. iii and iv. Systems of organization.
- Duncan, J. C.: *The Principles of Industrial Management*, chap. xiii. A statement with a practical flavor, derived from work in shops.
- Hine, Maj. C. D.: *Modern Organization*, chap. vii. A discussion of line and staff functions.
- Robb, Russell: *Lectures on Organization*, entire, with special emphasis on chap. i. A clean-cut statement of the subject.
- Going, C. B.: *Principles of Industrial Engineering*, pp. 39-47. Line and staff organization as illustrated by the army.

QUESTIONS

1. Define organization. Suppose one speaks of the administration, of organization. What is the distinction between administration and organization as here used?

2. What type of organization would you suggest to meet the following problems: (a) where the main issue is the control of a large number of people? (b) where there is great complexity? (c) where time is the great issue? (d) where records are of great importance? (e) where division of labor is essential?

3. State in general terms the factors upon which the efficiency of an organization depends. Are they different in the Army from what they are in business?

4. For what types of industry is line organization best fitted? Do you know of any case of pure line organization in business? in the Army?

5. In describing line organization, the following statement is made: "The lines of authority and responsibility run continuously through the whole body from top to bottom." Show the practical application of this in army organization.

6. Using an infantry division as an example, show that line organization is essentially simple, mathematical subdivisions.

7. "The advantage of the line form of organization, so far as discipline is concerned, is manifest." Do you believe this statement?

8. In a "line organization" to how many superiors is the individual immediately responsible? Does one foreman receive instruction or commands from other foremen of the same grade or rank?

9. In undertakings of any size and complexity, the retention of pure line organization means deficiencies in instructions to workmen and poor technical methods. Why or why not? Is the statement an argument for abandoning line organization?

10. "Pure line organization tends to make the success of the undertaking depend, to a large extent, on the ability of a few strong men, the loss of any one of whom would be severely felt." "The strength of line organization lies in its indestructibility." Are these quotations contradictory?

11. The word "staff" is confusing because it is used in several different senses. Differentiate, if necessary, between the use of the word in the following cases: general staff; staff organization; an instructing staff; staff departments; staff of the commanding general; chief of staff; line and staff organization.

12. Make a list of the kinds of specialized skill needed in successful conduct of an army. Do the staff services as now existing cover your list?

13. "The various staff functions are co-ordinate and co-operative, but they do not stand to one another in any order of ascending and descending scale." Is this true of the staff departments of the Army?

14. In attempting to differentiate between line and staff organization, an author makes the following statements: "The scope of



the individual is limited in area, but unlimited in responsibility within that area." "The responsibility of the individual is unlimited in area, but limited to one function throughout that area." Which statement describes line organization?

15. Comparing Diagrams A and B (pp. 16-17), indicate under what circumstances you would expect A to be representative of good organization. Under what circumstances should you approve of B?

16. Would it be possible to have a staff official attached to the office of each of the intermediate line officials? If so, should you expect such a plan ever to bring good results?

17. In the Army a given person may sometimes have line duties and sometimes staff duties. This seems, at first glance, likely to result in inexpert performances. What do you think of the plan?

18. Are the functions of staff and line antagonistic—are they alternative and rival schemes of organization? Support your answer by an example taken from army organization.

19. "The theory of a general staff is that each topic that may be of use to an army shall be studied to perfection by a separate specialist, and that the combined wisdom of these specialists shall emanate from a supreme staff for the profit of the whole army." Does this statement refer to staffs serving with certain commanders or does it refer to the various staff bureaus such as the Quartermaster Corps and Ordnance Department or does it refer to something else?

20. In what ways does staff organization tend to high functional efficiency in each and every man?

21. "Staff is contra-distinguished from line organization in the necessity for maximum intellectual attention untrammelled by the demands of administrative routine." What do you understand by this statement? Is the Quartermaster Corps or the Ordnance Department free from administrative routine?

22. It has been suggested that the significance of staff organization is that it separates mental work from physical work. Is this a good statement of the case?

23. Is it correct to say that military organization is line organization? Have the Quartermaster Corps and the Ordnance Department line organization?

2. ARMY LINE ORGANIZATION.

a) *The Traditional Position of the "Line."*

b) *Line Organization as Illustrated by the Division.*

One of the outstanding facts of business organization is the influence of tradition. It is an equally prominent fact in army organization. In business, organization shows at every turn the

heritage of the days of small-scale, simple industry. Similarly, army organization of today reflects the days of warfare unattended by modern science. The line officer has a position involving a mass of responsibilities and a probability of his being assigned to various services, which are in large part derived from the day of comparatively small-scale military operations. The situation has its advantages, and, in any case, it exists. Supply service must be in terms of the existing situation.

The supply service, of course, has its existence for the benefit of the Army, and its organization is naturally attached to that of the line. At present, the line organization is undergoing considerable changes in its details, although the main outline remains constant. We shall study the division as a means of grasping the framework of the line organization.

READINGS

U.S. War Department: *Tables of Organization, United States Army, 1917*.

Already superseded, but the new tables are as yet confidential.

A.R., §§ 7-20 deal with commands and ranking in the Army; §§ 245-302 deal with certain organizations of the line.

Foster, Col. Hubert: *Organization*, pp. 3-51, the integral units of line organization; pp. 137-58, a sketch of the organization of several Old World armies before 1914; pp. 161-232, a history of military organization.

Goltz, Baron von der: *The Nation in Arms*, pp. 1-28. A study of the development of army line organization.

Marshall and Simonds: *A Military Primer*, pp. 19-22. A brief but lucid statement of the main points of line organization.

Kerrick, Capt. H. S.: *Military and Naval America*, pp. 26-32, army organization in general; chaps. xiv-xvii, the Coast Artillery and the three arms of the mobile Army, with tables showing the organization; pp. 80-81, diagrams of the line organization of the Corps of Engineers.

U.S. General Staff, War College Division: *A Modern Organization for the Regular Army and Its Use as a Model in Organizing Other Forces*, entire. The position of line and staff services in peace time, and suggestions for improvement.

—: *Changes in Organization Found Necessary during the Progress of the European War*, entire.

QUESTIONS

1. People who have studied the matter are in agreement concerning the fundamental importance of the supply services. How do you account for the fact that a great many persons think that unless one serves in the line he is not rendering his full service?

2. A line officer recently assigned to quartermaster duties spoke contemptuously of his insignia as a "bean bag" and bewailed his lot



in "going to war behind a team of mules." How do you account for his attitude?

3. "At the officers' training camps men who had received only line training were given commissions in the staff departments. This shows the grip of tradition." What does this mean?

4. "The line officer is father, mother, brother, sister, sweetheart, business manager, boarding-house keeper, and a hundred other things to his men. Why? Tradition." Explain.

5. What is the line of an army? Distinguish between the line organization and the battle line. Cite other ways in which the word "line" is used in army affairs.

6. What is the coast artillery? What arms beside artillery proper does it include?

7. In speaking of the mobile army, what is meant by the "arms combined"?

8. What is the infantry squad? What unit of cavalry corresponds to it? what unit of artillery? Who leads these units in each arm?

9. Give the composition and commander of a platoon of infantry; of a platoon of cavalry; of a platoon of artillery.

10. What unit of cavalry corresponds to the company of infantry? what unit of artillery?

11. What is the composition of a battalion of infantry? Who commands it? What is the composition of the corresponding unit of cavalry? of artillery?

12. What is the function of the battalion in the scheme of army organization? Has the commander a staff? If so, what kind of a staff? Would an ordnance man probably be serving on such a staff? What are the duties of the adjutant?

13. Give the composition of a regiment of infantry; of cavalry; of artillery. Who commands the regiment? Has he an administrative staff? a tactical staff? In what respects do the functions of the regiment and those of the battalion differ?

14. What is the composition of a brigade of infantry? a brigade of cavalry? a brigade of artillery? Who is the commander? What sort of a staff has he?

15. What is the composition of a division of infantry? of a division of cavalry? Do not omit the trains. Who commands the division? What sort of a staff has the division commander?

16. "The division is the smallest self-contained unit." What does this mean? Is it true? What are the elements of this self-sufficiency? Could we have a division of artillery?

17. When a division is on the march, where is its commander posted?

18. Draw a chart showing the units making up an infantry division. Show the organization as far down as the squad. Make out a similar chart for a cavalry division.

19. "The words 'field officer' include all officers of the line and staff below the grade of brigadier general and above the grade of captain" (A.R., § 890 $\frac{1}{2}$). Enumerate the officers included, giving the organization commanded by each.

20. May an organization be both a tactical unit and an administrative unit, or are the terms mutually exclusive? Name the units of each sort.

21. What, in general terms, are the duties of a captain of a company? of the first sergeant? of the company supply sergeant? of the company mess sergeant? Are all these line men?

22. What is the largest unit composed entirely of infantry? of cavalry? of artillery?

23. In what respects does the coast defense command differ from the post?

24. What is a coast artillery district? How many of them have we in the United States? What, in general terms, are the duties of the coast artillery district commander?

25. Construct an organization chart of a territorial department, distinguishing between channels of line authority and those of staff authority.

26. Is the department commander a "line" man? Who is his immediate superior?

27. Who is the commander of a post? Is he a "line" man? What units are subject to his authority? To whom is he directly responsible?

28. "General officers commanding posts will leave the details of administration to subordinate commanders as far as possible." On what principles? What is a general officer?

29. What is a field army? How many divisions does it contain? What is the rank of its commander?

30. Draw up an organization chart of the zone of the advance, showing the lines of authority running from the commander of the field forces to the privates. Indicate at what points in the organization there will be staffs and tell whether these staffs will be tactical or administrative. Assume that all the forces are organized into a field army of three divisions.

31. "The commander of the field forces corresponds to the department commander." Is this true? Discuss.

32. Are the units found in the service of the theater of operations organized in the same way as those found in the service of the interior?



33. Construct a chart showing the channels of authority running from the commander of the field forces to men engaged in the service of defense in the zone of the line of communications. Assume that a single brigade is carrying on this service.

34. Give as many reasons as you can why the details of our army organization are being changed so rapidly.

35. What is the order of precedence of a major of the organized militia in the service of the United States, a major of volunteers, and a major of the regulars?

36. Maj. King, of the Officers' Reserve Corps (assume either of Ordnance Department or of the Quartermaster Corps), was called into active service on May 1, 1917, and ordered to proceed to Fort Oglethorpe, Georgia, and report to the commanding officer there for duty. On arriving at Fort Oglethorpe, he finds Second Lt. Crane, 13th Cav., in command. Shall he report to his junior in rank, or shall he assume command of the post himself, or what shall his action be?

3. THE ORGANIZATION OF THE QUARTERMASTER CORPS AND THE ORDNANCE DEPARTMENT.

a) *The Quartermaster Corps.*

b) *The Ordnance Department.*

The Quartermaster Corps and the Ordnance Department are here taken up for study with the limited purpose of understanding the outlines of the organization involved in each case.

a) *The Quartermaster Corps.*

i. The Service of the Interior.

ii. The Service of the Theater of Operations.

The Quartermaster Corps, created in 1912 by a fusion of the Commissariat, the Paymaster's Department, and the old Quartermaster's Department, is, of course, one of the "staff" organizations, and is the most comprehensive and important supply agency of the Army. Its chief, the Quartermaster General, has the responsibility, in the case of a very wide range of supplies, of getting "the proper material to the proper place at the proper time." This means getting appropriate supplies to the place at which they are needed at the time they are needed in accord with the demands of tactics and strategy. His organization is large and complex. It does not stand by itself, but, as is appropriate to a staff organization, it is woven in with the line organization. To a beginner this interweaving is likely to be

confusing, as is also the determination of the place of transition where quartermaster control of supplies ceases and line control begins.

At this stage of our study we shall not attempt to trace the organization of the Quartermaster Corps down to the actual issue of supplies to the troops. In this chapter our purpose is merely that of seeing the organization in the large in order to have a background for the study of the details of the supply system as presented in chapter ii.

A simplified diagram of the organization of the Quartermaster Corps is shown on p. 25.

READINGS

A.R., §§ 190-91, 201-3, 1000-1005, 1086-94. Regulations governing the organization of the Quartermaster Corps.

F.S.R., §§ 357-63, 368-79, dealing with the organization of the supply service in the theater of operations.

Q.M.C.M., §§ 19-117, on the personnel of the Quartermaster Corps; §§ 387-3914, on the Quartermaster Corps in the theater of operations; §§ 415-16, 2223-26, on the classification of supplies and services; §§ 3700-3726, on the Army Transport Service; §§ 2862-64, on constructing quartermasters; §§ 3842-43, on the Harbor Boat Service.

Tables of Organization, 1917. Contains tables of the supply units of the Army.

U.S. General Staff, War College Division: *The Organization and Administration of the War Department Adapted to a Change from Peace Conditions to a State of War*, Appendix D. A table showing the organization of the Quartermaster General's office.

U.S. Congress, House Doc. No. 458, 62d Congress, 2d session: *Message of the President of the United States on Economy and Efficiency in the Government Service*, I, pp. 441-52. The organization of the Quartermaster Corps.

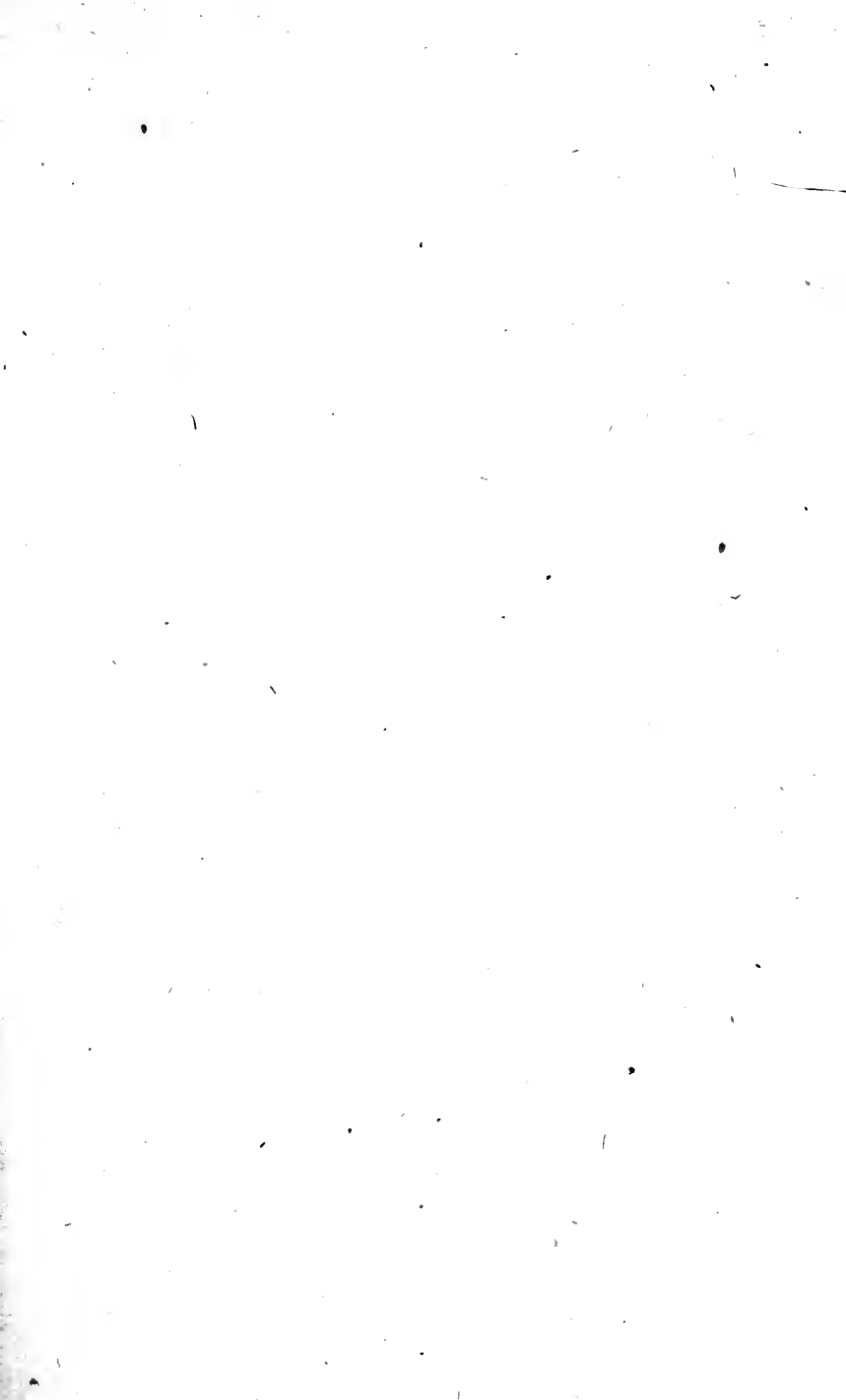
Lawton, Dempsey, and McArthur: *Field Quartermaster's Handbook*, pp. 75-83. Unit organization in the Quartermaster Corps.

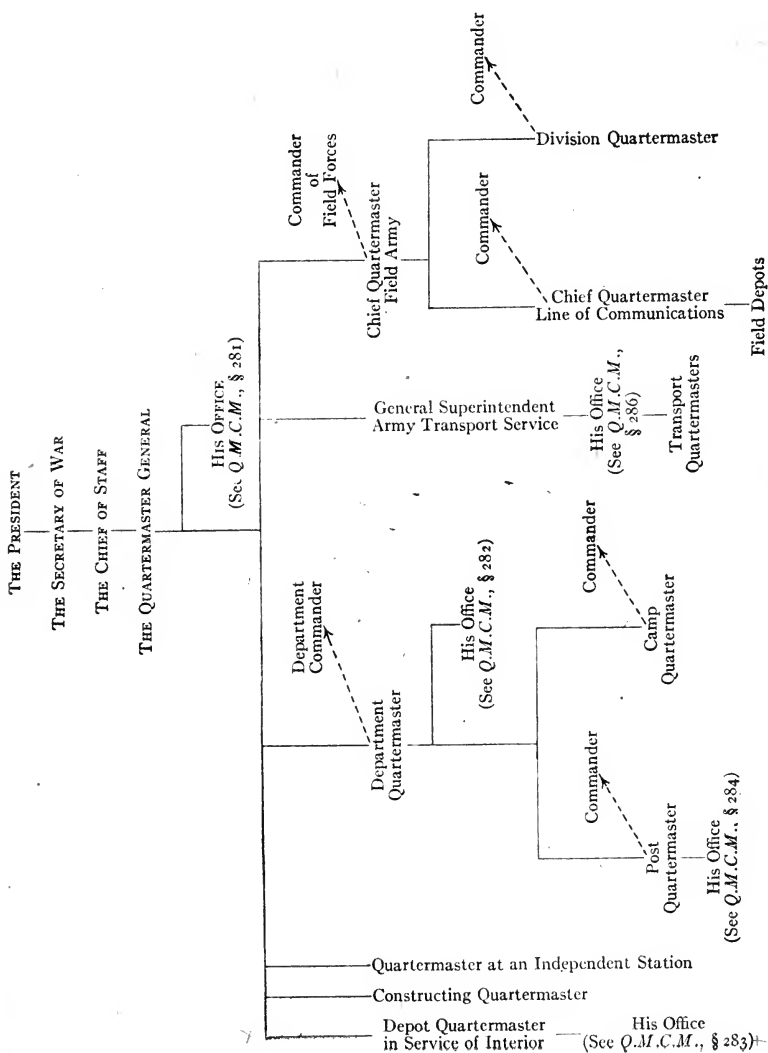
U.S. War Department, Philadelphia Depot of the Quartermaster Corps: *Correspondence Course for Reserve Officers* (Philadelphia: Quartermaster Corps School, 1917).

QUESTIONS

1. What are the functions of the Quartermaster Corps? Name the various classes of supplies and services which it furnishes the army. Does the term "army" as used in the preceding sentence include both line and staff organizations?

2. Sketch the office organization of the Quartermaster General at Washington. What is the nature of the work done in each of the divisions?





3. What is the relation existing between the Chief of Staff and the Quartermaster General? between the General Staff Corps and the Quartermaster General?

4. In terms of army organization, who are the immediate subordinates of the Quartermaster General in the service of the interior? On what staffs, if any, are they?

5. State the functions of the department quartermaster. Chart the office organization which cares for these functions.

× 6. "The department quartermaster is a correlating agency with respect to supply in times of peace. Requisitions for supplies flow in from all over the department. His records show where there is a deficit of supply and where there is a surplus. They also enable him to pass judgment concerning the propriety of granting the amounts requisitioned." Without working out all the details, what does this quotation indicate with reference to the route followed by a requisition from a post quartermaster in time of peace?

7. Does the department quartermaster exercise any supervision or control over coast defense quartermasters?

8. What duties does the transportation division of the department quartermaster's office perform in the matter of settling transportation accounts?

9. A department staff officer receives orders from the department commander which contradict orders received from a superior staff officer? Which must be obeyed? Why?

Λ 10. "The post requisition in time of peace went, after approval by the commanding officer, to the department quartermaster, who approved or revised it and then sent it on to a depot to be filled, or had the post quartermaster make the purchases at the post." Does this mean that the depot is under the authority of the department quartermaster? Could a department quartermaster send such a requisition to a depot lying outside his territorial department?

× 11. How many quartermaster depots are there in the United States? Make a general statement concerning the scope of their duties and their relations to other functionaries of the Quartermaster Corps.

Y 12. What are the differences between the office organization of the Quartermaster General and that of a depot quartermaster? Discuss the duties of each of the divisions of the depot office.

× 13. Do posts obtain all of their quartermaster supplies from depots?

14. Enumerate the duties of a post quartermaster in regard to the handling of supplies, money, matters of transportation, and construction. Is there anything out of the ordinary in the variety of his duties? Comment on the kind of man needed to fill such a position,

15. Who is the immediate superior of the post quartermaster? Has the department quartermaster any supervision or authority over the post quartermaster? Is the post quartermaster a member of the Quartermaster Corps or a line man selected to perform the duties?

16. What are the functions of the Army Transport Service?

17. What are the duties of a transport quartermaster?

18. Is the line of authority from the Quartermaster General to the chief quartermaster of the field army of the same nature as the line of authority from the Quartermaster General to a department quartermaster?

19. Is there a quartermaster of a division? If so, what are his duties?

20. Does the commander of the line of communications have a quartermaster on his staff? If so, what are his duties? Would they include supervision of depots of quartermaster material located in the zone of the line of communications?

21. "The senior staff officer of each group of the base section of the supply, sanitary, and telegraph service of the line of communications acts as technical adviser of the commander of the line of communications on all matters relating to the operations of his corps within the zone of the line of communications." Give examples of such "matters."

22. "The commander of the line of communications furnishes the War Department a copy of a list of the stores required, showing the maximum and minimum amounts to be kept on hand, and keeps the War Department informed of the amount of funds needed for the prosecution of his work." From whom does he get this information?

23. How do the commanding officers of depots receive instructions of a general character?

24. What is the relation between the quartermaster at a depot in the advance section of the line of communications and the divisional quartermaster drawing supplies from that depot? What is the relation between the quartermaster at the advanced depot and the quartermaster at the base depot?

25. Can enlisted men of the supply departments be called upon to take active part in fighting?

26. Name the grades of the men who make up the personnel of the Quartermaster Corps. What are the duties of each of these offices?

27. Summarize the functions of the Quartermaster Corps with respect to (a) the service of the interior; (b) the zone of the line of communications; and (c) the zone of the advance.

28. In 1912 the Quartermaster's Department, the Commissary Department, and the Paymaster's Department were consolidated into

the Quartermaster Corps. At Fort Shéridan and other posts these divisions are still clearly visible in the office organization. Is there any reason for this other than historical accident?

29. List all the evidence available which shows that the Quartermaster Corps is a decentralized organization.

30. Superimpose the chart of the organization of the Quartermaster Corps on the chart of the line organization in the service of the interior.

31. Superimpose the chart of the organization of the Quartermaster Corps on that of the line organization in the theater of operations.

b) *The Ordnance Department.*

i. The Service of the Interior.

ii. The Service of the Theater of Operations.

The Ordnance Department is next in importance to the Quartermaster Corps as a supply department. Its range of duties is narrower, its organization smaller, more compact, and more highly centralized. The framework of the organization of the department is represented by the diagram on page 29. No attempt is made in this chapter to work out the details of organization and administration connected with actual issue of ordnance and ordnance stores to troops. Our present purpose is merely that of sketching the framework. The details will be considered in chapter ii.

READINGS

U.S. Congress, House Doc. No. 458, 62d Congress, 2d session: *Message of the President of the United States on Economy and Efficiency in the Government Service*, I, pp. 467-91. The organization of the Ordnance Department is presented in tabular form, but some changes have been made since the date of this publication.

U.S. General Staff, War College Division: *The Organization and Administration of the War Department Adapted to a Change from Peace Conditions to a State of War*, Appendix G. A statement of the office organization of the Chief of Ordnance.

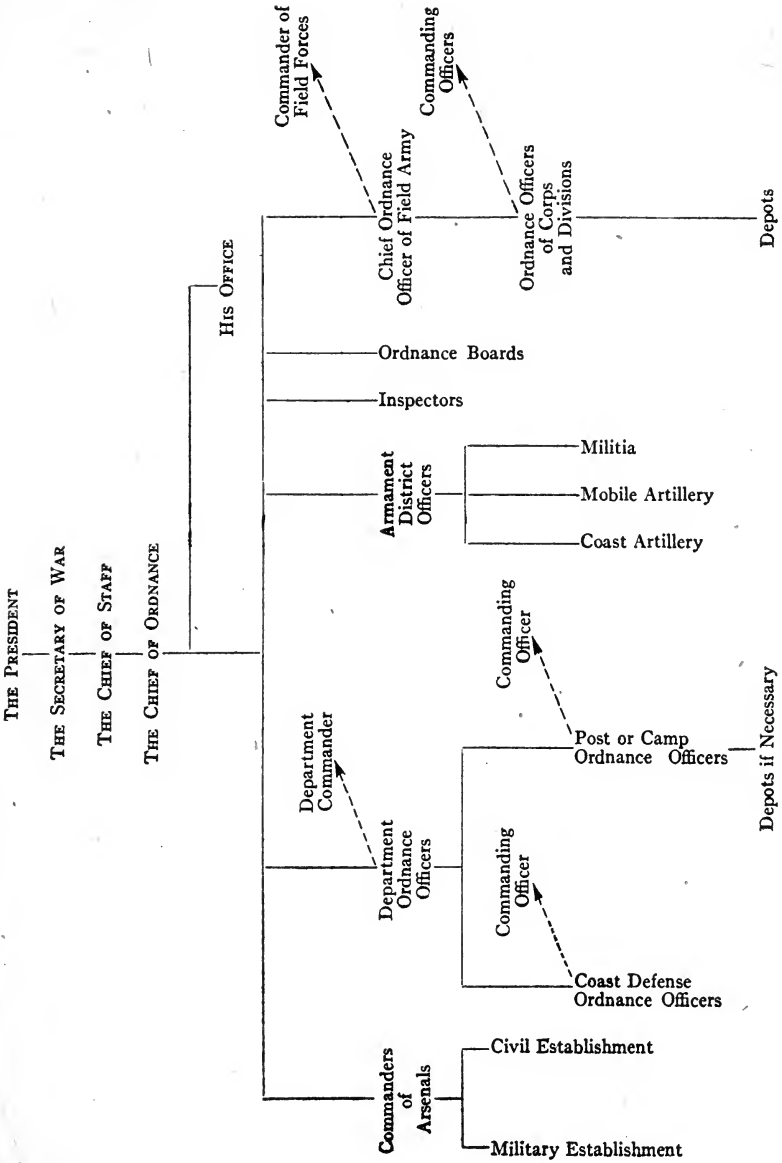
U.S. War Department: *Ordnance Property Regulations*, 1917, §§ 55-56, 77. The organization of the armament districts.

A.R., §§ 1511-12½; and U.S. War Department: *Army Regulations, Changes No. 56*, 1917, §§ 281, 681-A, 1086. All these paragraphs deal with personnel.

F.S.R., §§ 357-65. The Ordnance Department in the theater of operations.

U.S. War Department: *General Orders No. 58*, 1916. This and the following title concern themselves with the duties of ordnance officers.





United States War Department: *General Orders No. 56, 1917.*

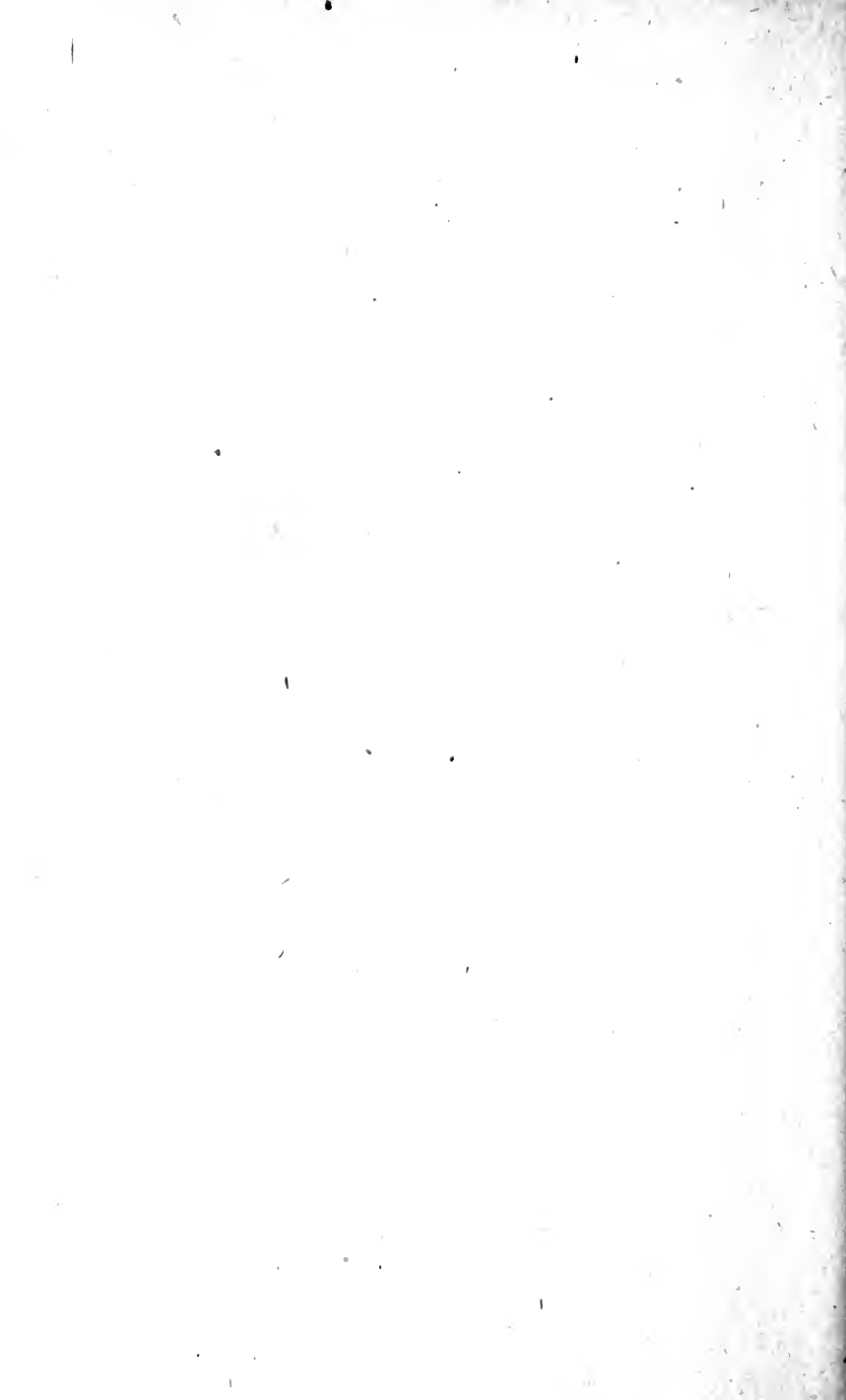
U.S. Ordnance Department: *Notes on Ordnance Field Service*, Parts 1 and 2. The organization of ordnance depots and other distributive agencies.

U.S. War Department: *Annual Reports, 1916*, I, pp. 803-56 *passim*. The latest available report of the Chief of Ordnance, containing passing references to the organization of his department.

QUESTIONS

1. What are the functions of the Ordnance Department?
2. Sketch the general outlines of the office organization of the Chief of Ordnance. What activities or duties does each of the divisions of his office look after?
3. Is the Chief of Ordnance a member of the General Staff Corps?
4. Describe the relationship existing between the Ordnance Department and the General Staff Corps; between the Chief of Ordnance and the Chief of Staff.
5. In terms of army organization, who are the immediate subordinates of the Chief of Ordnance in the service of the interior?
6. Why is it necessary to have department ordnance officers? How many are there in the United States?
7. What relation does the ordnance officer of the Central Department bear to the department commander? Is he a member of the divisional staff?
8. From what you know of department organization should you think that the department ordnance officer has anything to say about the requisitions for ordnance stores which are made out by the ordnance officers at posts within his department? Give reasons for your answer.
9. What authority and control does the department ordnance officer exercise over the post and coast defense ordnance officers?
10. What are the duties of the post and coast defense ordnance officers? Who are their immediate superiors? Are they members of the Ordnance Department or are they line men?
11. Without going into the details of supply operations, how, in general terms, do post or camp ordnance officers obtain the ordnance and ordnance stores needed at their stations?
12. Does the post ordnance officer in the discharge of his duties have many money transactions to look after? Why or why not? Does he normally do much purchasing?
13. What are the functions of an arsenal? What military rank does the commanding officer of an arsenal usually have?
14. Name the arsenals of the Ordnance Department. Tell in general terms what each manufactures and distributes. Do arsenals specialize in their output?





15. Give the organization of a typical arsenal, as, for example, that at Rock Island. What are the duties of each of the divisions?

16. Is there a substantial difference between the administration of the affairs of an arsenal and those of a private manufacturing concern?

17. "Besides being manufacturing and distributing plants, some arsenals are schools." Comment.

18. How and from whom do arsenals obtain the funds needed in carrying out their work?

19. Are arsenals under the control of the department commanders? If not, under whose control are they? Give reasons for the line of authority being as it is.

20. "To insure the proper execution of one of the most important functions of the Ordnance Department, there have been established the so-called armament districts." What classes of armament districts are there? What is their function?

21. Why not have armament districts for the purpose of providing for the maintenance and improvement of equipment (ordnance stores and supplies) in the hands of the infantry and cavalry?

22. There are twelve arsenals, nine departments, and eighteen armament districts, thus making a total of thirty-nine offices to be filled. Does the Ordnance Department provide thirty-nine men for the filling or administering of these offices? Explain in full. Do you think that war conditions will cause any change in this scheme of organization? Give reasons for your answer.

23. Have mobile artillery armament districts the same territorial boundaries as the coast artillery districts? Why or why not?

24. What is the nature of the relationship of the three groups of armament district officers to the department ordnance officers? to the Chief of Ordnance?

25. What are the functions of the inspectors of the Ordnance Department? Has the Inspector General any control over them? How many groups or kinds of inspectors can you find in the Ordnance Department?

26. What is the purpose of the different ordnance boards which have been set up by the Ordnance Department? Comment on the importance of the work of these boards. Name four or five of the more prominent standing boards in the Ordnance Department. What is the nature of the work accomplished by each of them?

27. What staff corps are drawn upon for the personnel of the various ordnance boards? Who appoints them?

28. What are the grades of personnel in the Ordnance Department?

29. Is there any civilian personnel in the Ordnance Department in time of peace? in field service in time of war?

30. What staff service is charged with providing pay for the enlisted personnel of the Ordnance Department? for the civilian personnel?

31. Who is the immediate subordinate of the Chief of Ordnance in the theater of operations?

32. Is the line of authority from the Chief of Ordnance to the ordnance officer on the staff of the commander of the field forces of the same nature as the line of authority from the Chief of Ordnance to a department ordnance officer?

33. What are the duties of a division ordnance officer in the theater of operations? What is his relation (a) to the ordnance officer on the staff of the commander of the field forces? (b) to the ordnance officer in charge of an ordnance depot? (c) to the Chief of Ordnance?

34. Does the commander of the line of communications have an ordnance officer on his staff? If so, what are his duties?

35. Make a list of the principal functions of an ordnance depot. Where may ordnance depots be located?

36. Make a list of the facilities which the depot commander has at his disposal to enable him to carry out the above functions.

37. How do commanding officers of depots receive instructions of a general character?

38. What is the tentative personnel of a depot company? Chart the organization and duties of a division ordnance depot. What is the relation of the division ordnance officer to the ordnance depot?

39. What is the rank of the commander of the ordnance depot? How many commissioned assistants does he have and what are their rank and duties?

40. How does an ordnance depot differ from an arsenal?

41. What duties may be assigned to ordnance officers designated for field duty?

42. From what sources will the ordnance depots in France obtain their supplies of ordnance and ordnance stores?

43. Can the Quartermaster Corps be expected to provide the Ordnance Department with materials for manufacture into ordnance equipment? If so, what materials?

44. What staff service is charged with the construction of ordnance depots in the theater of operations?



CHAPTER II

THE SUPPLY SERVICE OF THE MODERN ARMY

A. Supply in Relation to Military Operations

B. Some Aspects of Supply Work

A. Supply in Relation to Military Operations.

1. *The Significance of Supply and Its Relation to Strategy.*
2. *Supply and the Service of Information.*
3. *Supply and the Service of Security.*
4. *Supply and the Conduct of Marches.*
5. *Supply and Shelter.*
6. *Supply and Combat.*

“The supply of an army in the field is a complicated and difficult question—one on which the results of a campaign will generally depend. Begin to despise it; let pride overcome the officers who have to attend to administrative matters; let them hanker after greater rank and status, after more pompous or brilliant duties; and the first step is taken toward a disaster. Now that the difficulties have largely increased, we are bound to pay special attention to this matter and to proceed with greater method than ever. The best method rests on a full appreciation of the importance of the work to be performed, a just division of labor, and a proper delegation of duties in accordance with the capacity of each individual.”

The organization of a supply service must be worked out in terms of the composition, the disposition, and the movements of the forces to be supplied. The close connection of tactical operations with supply problems is not difficult to discover. New tactical orders may change the direction and times of forwarding supplies, and they may also change the quantity and character of the supplies to be forwarded. There is an equally close connection between strategy and supply. The history of the development of strategy is intimately related to the history of the development of supply. As for a given campaign, the choice of objectives and the general plan of campaign are quite likely to be largely determined by the efficiency and capacity of the supply organization.

It is, accordingly, appropriate that a study of the supply organization of the modern army should have as its first section a discussion of army operations in relation to supply. As a matter of convenience the discussion is centered on the material furnished by the *Field Service Regulations* and includes a treatment of the significance of supply.

READINGS

- F.S.R.*, §§ 9-83, 96-246. Official instructions on the conduct of military operations.
- Rubottom, Captain Holland: *Questions on F.S.R.*, §§ 9-83, 96-246.
- Tables of Organization*, entire. Gives the numerical relation between tactical and supply troops.
- Nash, Capt. Edward: *Principles of Strategy*, entire. Definitions, questions, and examples illustrating operations.
- Johnstone, Capt. H. M.: *The Foundations of Strategy*, pp. 1-70. A discussion of the principles underlying military operations, with some reference to supply.
- Casserly, Maj. Gordon: *Tactics for Beginners*.
- O'Ryan and Anderson: *The Modern Army in Action*, pp. 110-48, on military operations of a strategic nature; pp. 243-64, on security and information; pp. 265-338, an illustration of the combined arms in action.
- Aston, George: *Sea, Land, and Air Strategy*, chaps. ii, iv, and vi. No consideration of supply is attempted.
- Goltz, Baron von der: *The Nation in Arms*, pp. 83-277. The dependence of military movements on supply is brought out clearly.
- : *The Conduct of War*, pp. 20-192. A consideration of operations in the light of both strategy and tactics.
- Bernhardi, F. von: *On War of Today*, I, pp. 212-322. The movement of modern armies and the conditions imposed by supply.
- Furse, Col. G. A.: *Provisioning Armies in the Field*, pp. 1-21. A preliminary statement of some of the relations of supply to action in war.
- Espanet, O.: *Notes on the Supply of an Army during Active Operations*, pp. 11-30. A technical dissertation on the problem of supply.
- Thorpe, Lt. Col. G. C.: *Pure Logistics*, entire. A discussion of the development of the science of preparation for war, particularly with reference to staff organization.

QUESTIONS

I. THE SIGNIFICANCE OF SUPPLY AND ITS RELATION TO STRATEGY.

1. Define strategy, tactics, logistics.
2. "Will the war rule the system of supply or the system of supply rule the war?" How should you answer this question?
3. Contrast the conditions under which armies operated in feudal times with the condition under which armies operate today. Keep in mind particularly considerations of supply.



4. "Armies today act briskly and are of large dimensions." In what sense is this true? What are some of the consequences for the supply departments?

5. "The large proportions of the modern army are themselves a danger." Why?

6. "There is neither strategy nor tactics except in terms of supply." What does this mean?

7. "Victory sides with the army which has large numbers." "Numbers in themselves mean little. The essential matter is efficient co-ordination of a multitude of different things." Which statement, if either, is correct?

8. "The strength of an army is bound up in the sufficiency of its supply and the certainty of its means of transport." Harmonize this with "The winning of victories is the result of discipline, tactics, and correct combination."

9. Supplying an army has been compared with supplying a city. Indicate points of similarity; points of difference.

10. Make a list of the ways in which inadequate supplies have lessened the effectiveness of American aid to the Allies.

11. "The Central Powers have one great strategic advantage over the Allies. By means of the submarine campaign they are seriously endangering the lines of communication of the Allies, whereas their own lines cannot be imperiled until their front is completely broken." Discuss.

12. Trace in general outline the change in supply methods made necessary by the new policies of (a) huge armies; (b) stationary warfare; (c) increased use of artillery; (d) replacement of a series of fortified posts by a continuous system of trench fortifications.

13. Try to state in general terms the qualities which a good supply system would possess.

14. Enumerate in terms of supply some consequences flowing from the fact that Germany has interior lines of communication and a strategic railway system.

15. "The railroad has made it possible to use the enormous masses of troops now engaged in Europe." Just how?

16. Give as many details as you can concerning the peace-time policies of the middle European powers with respect to military transportation.

17. Discuss the following: "Increase in mobility means an increase in the number of troops available for a given battle." Mobility with respect to what?

18. Has the importance of transportation increased or decreased in modern as compared with former warfare?

19. "The necessity of supplying armies from government resources is a result of the establishment of standing armies." Why?

20. "The numerical ratio which the line of communications troops bears to the total number constituting the army increases steadily as the offensive operations carry the army into the enemy's territory, until finally the troops in the rear may exceed, in numbers, the troops at the front." Cite as many details as you can which enter into this situation.

21. "The development of the system of magazines or supply depots filled and replenished from the base freed the combat troops from the problem of securing supplies from the zone of the advance, but it robbed them of mobility." "The modern system of supply depots is the thing which has given mobility to the modern large army." Which statement is true?

22. Napoleon said: "Troops should concentrate with the object of fighting and should spread out to pursue and subsist." Why should he say this? Is the policy feasible today? What strategic objections were there to it even in his own time?

23. "The *Field Service Regulations* are worked out on a basis of *moving* armies in combat and have little value in stationary warfare." Point out wherein this is an overstatement. In so far as it is true, how can a man preparing for the supply service meet the situation?

24. Has trench warfare changed the relative importance of the quartermaster, ordnance, and engineer supply departments? Do you think that the proportion of combatant to noncombatant troops has been reduced by trench warfare?

25. "Trench warfare on its present scale would not have been possible without the development of improved means of transportation." Have these "improvements" been merely quantitative or have they been qualitative as well?

26. "In order to insure the greatest mobility and elasticity, an army should be as independent as possible of its lines of communication." Is this written in terms of open or of trench warfare?

27. "The supply service uses up a large part of the enrolled military strength of the state." How large?

28. "The supply of an army in the field is dependent upon, first, the resources of the country forming the theater of operations, in the way of food, forage, transport, and communications; second, on the time of year and the climate; third, on the nature of the war, whether offensive or defensive; fourth, on the character, condition, length, and number of the lines of communication; fifth, on the rapidity of the movements; sixth, on the propinquity of the enemy and the temper of the inhabitants." Show how each of these factors is important.

2. SUPPLY AND THE SERVICE OF INFORMATION.

1. "Military information may be considered under two general heads: (a) that collected by the general staff in time of peace; (b) that obtained by troops in the field after the outbreak of hostilities." What classes of information are likely to be secured by each method? What are the sources of information in each case?

2. What is meant by the term "reconnaissance"? Who perform reconnaissances? How does tactical reconnaissance differ from strategic reconnaissance?

3. In what manner, if any, does the information secured by reconnaissance affect the calls for ordnance supplies? for quartermaster supplies? for engineer supplies?

4. Would the representative of the Quartermaster Corps on the staff of the commander of the field forces ever be directly interested in the information obtained by reconnaissance?

5. What are patrols? What are their functions? What is their composition? Do supply officials have any interest in patrols?

6. Is it a matter of interest to the services of supply whether or not reconnaissance has to be pushed far ahead of the main body of troops? Why or why not?

7. "Information is of no value unless it is quickly available for use." What organization is set up in the United States Army to care for this situation?

8. What are the methods used for transmission of information? To whom is information transmitted? What supply officers issue the various items of technical equipment used in the transmission of information?

9. "No movement of troops should be ordered until some knowledge of the terrain over which they are to operate has been obtained." Why, especially from the point of view of supply? How can such knowledge be obtained?

10. "It would help officers (at all events, superior officers) if they could be supplied with maps on which the wealth of the different localities is indicated by means of conventional signs or tints." Does this mean staff or line officers? Would it be worth while to have the map arranged according to kinds or forms of wealth?

11. Do bureau chiefs have to keep themselves posted concerning such matters as the plan of campaign, the actual operations of field forces, etc.? Why or why not?

3. SUPPLY AND THE SERVICE OF SECURITY.

1. What is meant by service of security?

2. What are leading troops? flank guards? rear guards? outposts? pickets? cossack posts? detached posts? examining posts? advance cavalry? independent cavalry?

3. What factors determine the strength and composition of an advance guard? What are the duties of an advance guard?

4. What are the general duties of covering troops?

5. What factors determine the proportion of a command which is to be detailed on covering duty? Are the supply problems greater or less when a larger proportion than usual of the command is assigned to covering duty?

6. "The outpost should be composed of complete organizations." Why, from the line point of view? Why from the point of view of supply?

7. What distance should be maintained between the advance guard and the main body? Are the supply services affected by changes in this distance?

8. An army is advancing in four parallel columns, several miles distant from each other. Will there be a service of security for each column or only one for the army as a whole?

9. Is an independent commander of the forces assigned to the service of security? How are these forces provided with supplies?

10. Will (a) an advance guard, (b) a rear guard, (c) an outpost, contain machine guns? engineers? ambulances? artillery? What significance have these problems from the point of view of supply?

11. Does trench warfare make the service of security more or less important? Discuss the bearing of your answer on questions of supply.

12. Of what value can it be to an ordnance or quartermaster sergeant to have knowledge of what is meant by such terms as advance cavalry, rear guard, march order, or independent cavalry?

4. SUPPLY AND THE CONDUCT OF MARCHES.

1. What general principles can you cite governing the conduct of marches.

2. What is a march order? What does it contain? What are the requirements of a good order?

3. What are marches of concentration? practice marches? forced marches?

4. What is the average rate of marching under favorable conditions for the three arms combined?

5. What is the average rate of marching for infantry under favorable conditions? for cavalry? What is meant by favorable conditions?

6. "The rate of advance must always limit itself to the capacity of the supply services to keep up with it." Is the capacity of the supply services less than that of the infantry? of the cavalry? Is the quotation a true statement?

7. What is the average load of a pack-mule? of a coolie? What does an infantryman's marching equipment weigh?

8. In comparing the relative efficiency of motor truck, mule wagon, pack-mule, and coolie, is it sufficient to compare their daily march and their average load? If not, what other factors must be taken into consideration?

9. How may questions of supply influence the choice of halting-places?

10. What, in general terms, are the duties of the commanding officer in relation to supplies prior to a march?

11. If roads are scarce, what means can be taken to economize in their use?

12. How are field trains protected? Does your answer apply to trench warfare?

13. What is the position of field trains in the order of a march conducted near the enemy? Why?

14. What does the term "convoy" mean?

15. What should the size and composition of a wagon convoy be?

16. Would a train containing ordnance stores require the same escort as a train containing rations? Why or why not?

17. Where water is scarce or bad, and therefore has to be transported for men and animals, who attend to its transportation? to its distribution?

18. Assume that you, as Q.M., have been designated to take a convoy of seventy-five wagons, loaded with grain, along a line of communication from the town A to the town B, a distance of sixty miles. The country which you are expected to traverse is rolling and fairly open. Small detachments of enemy cavalry have in the past attempted raids against convoys in this territory. State how you will organize this convoy, what personnel and guard you will ask for, and what length of time you expect to consume in making the march, under the assumption that good camping sites along the route are plentiful, and that your teams have been in corral for about a month.

19. If a train is in imminent danger of capture, what should the commander do? At what times is a convoy in particular danger of capture or attack? Does your answer apply to trench warfare?

20. "People talk lightly of moving columns hither and thither, as if they were mobile groups of men who had only to march about the country and fight the enemy wherever found. Very few understand that an army is a ponderous mass which drags painfully after it a long chain of advanced depots, rest camps, and communications, by which it is securely fastened to a stationary base." Does this seem to you an accurate statement of the case?

21. "The length of the order of march will in reality govern the degree of concentration of the army, and consequently the greater or less difficulty that will be encountered in providing the supplies." Discuss.

22. "It is in the nature of retreat to remove all impedimenta of the troops in the direction away from the enemy." Does this mean that in retreat the supply trains precede the troops?

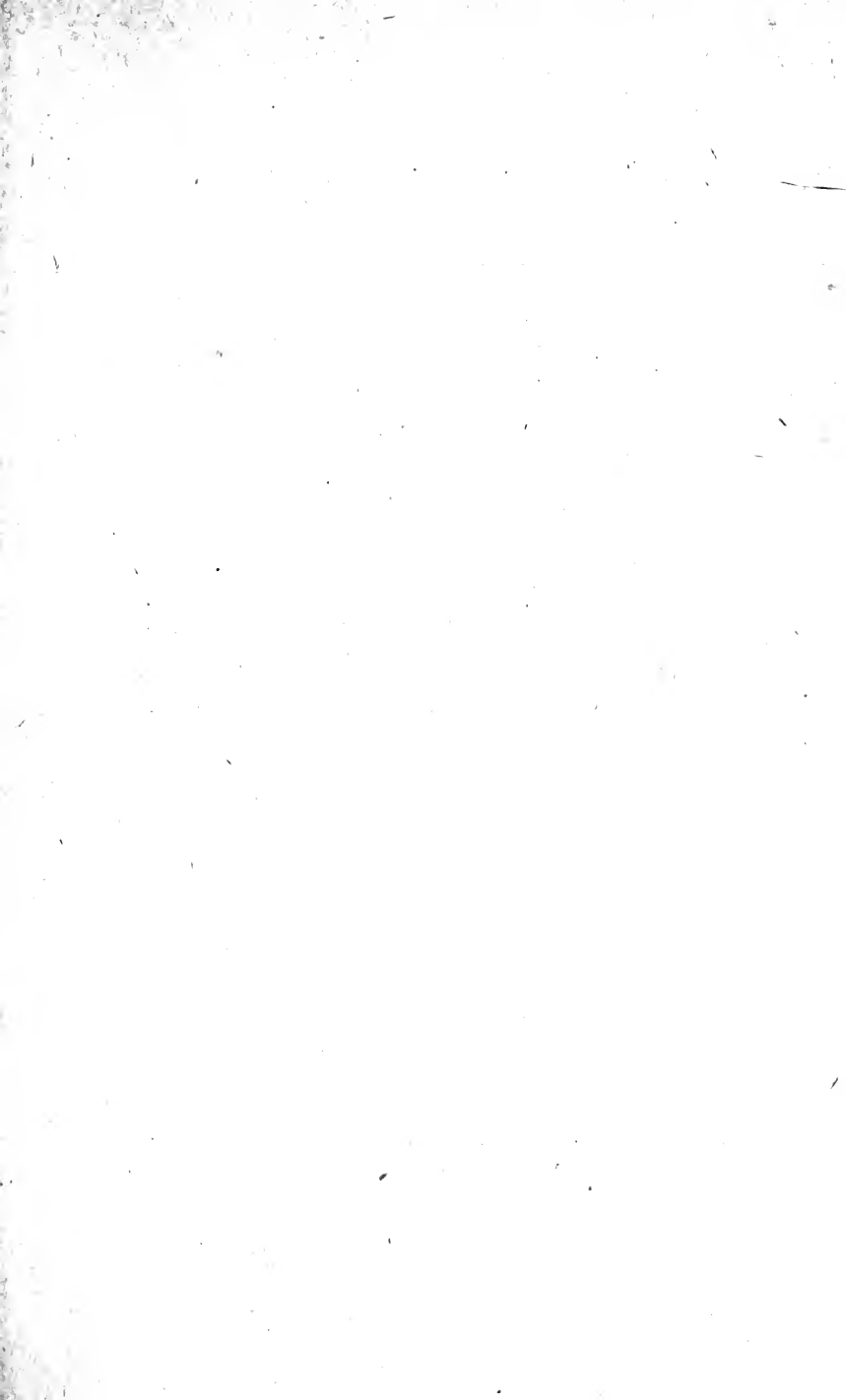
5. SUPPLY AND SHELTER.

1. What is meant by the term "shelter"?
2. How are troops generally sheltered in times of peace? Can shelter be requisitioned? If so, under what circumstances?
3. Define or explain camp, bivouac, cantonment, billet.
4. What principles should govern the choice of a site for a mobilization camp? for a concentration camp? Who chooses the sites?
5. How are mobilization and concentration camps prepared for the reception of troops? What men perform the work of preparation? What officer is in charge of this work?
6. What principles should govern the choice of camp sites in war? Is accessibility to supplies one of these?
7. When troops are billeted, what officer is in charge? What are his duties?
8. What are the advantages and what the disadvantages of billeting? Do you think that billeting is good policy in France? Why or why not?
9. Name four essentials of a good cantonment site.
10. In what respects may a camp site differ from a cantonment site?
11. What area is necessary for an infantry division camp? for an infantry regiment camp?
12. Sketch the arrangement of a semi-permanent camp of an infantry regiment.
13. In what respects does a cavalry camp differ from an infantry camp?

6. SUPPLY AND COMBAT.

1. "Fire superiority insures success." To what extent is fire superiority a question of supply?

2. "Flanks must be protected either by reserves, fortifications, or the terrain." How are the flanks on the European western front protected? What bearing has this on the service of defense for the line of communications? on the general organization of supply for the allied armies in France?



3. "The infantry is the principal and most important arm, which is charged with the main work on the field of battle and decides the final issue of combat." Do you think this maxim applies to stationary warfare, as we see it in France?

4. Is cavalry adapted to stationary warfare? Has stationary warfare increased the need of engineer troops and engineer supplies? of heavy field artillery? In each case give reasons for your answers.

5. What factors must be considered in deciding the plan of campaign after contact with the enemy is gained?

6. "Depth in formation for combat, rather than extension of front, is all-important in the initial deployment." Why? Does this affect the problem of supply?

7. "In the theater of possible operations forces larger than a division will march in more than one column unless the only routes available are such as would place the different columns outside of supporting distance of each other." How does this affect the efficiency of the services of supply?

8. "Pursuit must immediately follow victory, and every effort be made to continue contact with the enemy, day and night, up to the absolute limit of physical endurance of the troops." Does this indicate that victory puts an extraordinary strain on the supply troops?

9. An officer of the French Foreign Legion says: "All officers of the supply service should study the elementary rules of infantry tactics." What can be the value of this study?

10. "Sandbags, corrugated iron, floor boards, ladders, pails, brushes, rubber boots, periscopes, barbed wire, etc., are known as trench stores. These are deposited in a convenient place called the trench dump." On what principle of supply is this practice based?

B. Some Aspects of Supply Work.

1. *Some Outstanding Functions of Supply.*

2. *The Organization of Transmission in the Theater of Operations.*

3. *The British Organization of Supply.*

4. *Quartermaster Supplies and Their Flow.*

5. *Railway Transportation Services of the Quartermaster Corps.*

6. *Ordnance Supplies and Their Flow.*

The material in chapter i has furnished the background for this section. We know the organization of the army both in terms of territory and in terms of personnel. We know the organization of the particular supply departments in which we are interested. We shall now study the functions and processes involved in getting supplies up to the fighting units.

I. SOME OUTSTANDING FUNCTIONS OF SUPPLY.

- a) *Securing Funds* (treated in chapter iii).
- b) *Procurement*.
- c) *Assembly and Storage*.
- d) *Transmission*.
- e) *Issue* (treated in connection with the discussion of "Quartermaster and Ordnance Supplies and Their Flow," pp. 60-80.
- f) *Control* (treated in chapter iii).

- a) *Securing Funds* (treated in chapter iii).
- b) *Procurement* (with particular reference to procurement in the theater of operations).

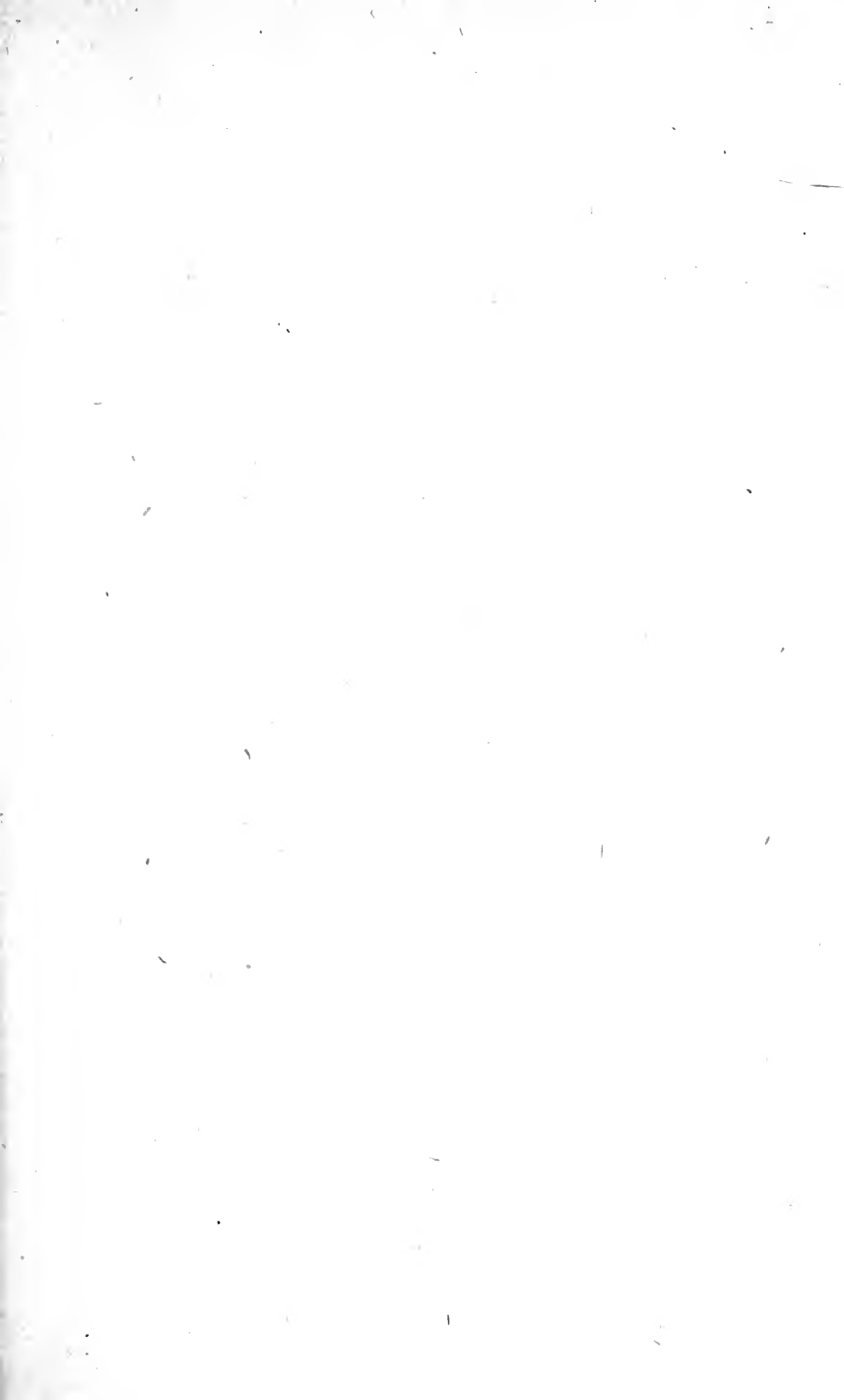
The first function involved in getting supplies to the fighting units is procurement. One form of procurement is that of manufacture by the government. This is done in the case of some quartermaster supplies and with very many ordnance supplies. With procurement by manufacture we are not concerned in this book. Another form of procurement is by purchase, either in the home territory or in the theater of operations. The detailed consideration of purchasing is in chapter iv. Other forms of procurement occur primarily in the theater of operations and may be extended to include seizure, billeting, and even looting and pillage. Naturally no self-respecting nation can countenance these latter forms.

READINGS

Q.M.C.M.; §§ 3877-3903 deal with procurement in the field; §§ 759, 3915-17 deal with requisitioning.

QUESTIONS

1. Name as many officials or bureaus as you can which have to do with procurement in the service of the interior.
2. What supplies are manufactured by the Ordnance Department? by the Quartermaster Corps? Where are the supplies typically manufactured in each case?
3. "The country will be turned to account as if nothing can be expected from the rear, but at the same time the trains and the supply from the rear will be organized as if nothing can be obtained from the country traversed." Will this not result in too great quantities being procured?
4. Tabulate the reasons for securing from the theater of operations as large a proportion of supplies as is possible.



5. Is there historical precedent for seizing supplies in enemy territory? Outline the legal considerations in the case.

6. "Requisitions may be in kind or in services." What does the term "requisitions" mean as here used? Are goods secured in this way paid for?

7. Draw up a statement of the general principles governing the practice of requisitioning in enemy territory. May there be requisitioning in friendly territory?

8. Indicate the steps to be followed in providing for payment for goods taken by requisitioning. What forms are used? How are the necessary funds provided?

9. "We resort to requisitions for two essentially different objects: first, to meet the immediate requirements of the troop; second, to fill the magazines in the rear." This obviously applies to troops on the march. What functionaries are responsible for the work in each case?

10. Should you say that ordnance purchased from a French arsenal was procured in the theater of operations?

11. Is salvage from the field of battle and the trenches a case of "securing supplies from the theater of operations"?

12. Is the theater of operations more important as a source of supplies to an army in motion or to an army at rest? Why?

13. Is the procuring of a good water supply more difficult for an army in motion or an army at rest? Why? Is water a matter of quartermaster supply?

14. What supplies can the United States Army expect to procure from the theater of operations?

15. "Billeting is the most effective means of securing the maximum of supplies in the theater of operations." What supplies can be secured by billeting? On what grounds can it be said that it is more effective than forage or requisition?

16. What are the advantages and what the disadvantages of billeting? Are there any special arguments in favor of billeting in France today?

17. Differentiate between foraging, pillaging, looting, and requisitioning.

18. If an army is operating in a fertile and productive territory and is yet subject to privations and want and scant equipment, what are the probable causes of the situation?

19. What connection, if any, could the following persons or organizations have with procuring supplies from the theater of operations: (a) advance cavalry? (b) intelligence section of the staff? (c) patrols? (d) quartermaster of a field army? (e) quartermaster of a line of communications?

c) *Assembly and Storage* (see also chapter v).

Supplies procured either in the service of the interior or in the theater of operations must be assembled and stored. Modern war is a greedy destroyer, and its destruction at times assumes such proportions that previous accumulation is absolutely essential. Speaking in general terms, our present policy of caring for this situation involves (1) inducing manufacturers to increase their storage of finished war goods, (2) increase and utilization of warehouse and storage facilities in private hands, (3) increase of storage facilities at existing arsenals and depots, (4) provision for storage facilities at camps and ports of embarkation and transmission, (5) provision for storage facilities at the base, at advanced bases, at rail-heads, at field supply depots, and at trench dumps. Taken as a whole, it is a series of connected reservoirs, great and small.

The provisional plans for an ordnance depot for cantonments (see page 45) are interesting in this connection.

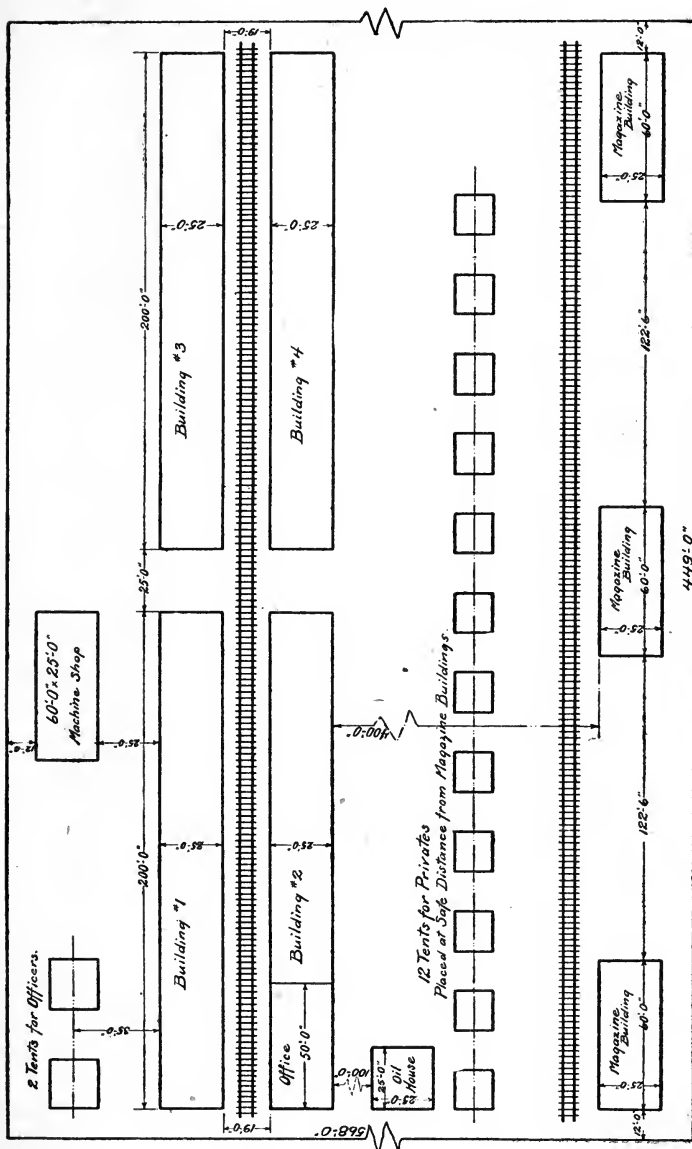
READINGS

A.R., §§ 1001-2, 1511.

QUESTIONS

1. What organizations have charge of assembling supplies for troops in the field?
2. What bureau or unit has charge of storehouses for (a) ammunition? (b) clothing? (c) subsistence stores?
3. Who has charge of the construction of storehouses for (a) quartermaster goods? (b) ordnance material?
4. What are the types of storage facilities provided at semi-permanent camps for quartermaster supplies?
5. How is ordnance material stored at a semi-permanent camp?
6. Is there any striking difference between storing in the service of the interior and in the service of the theater of operations?
7. What precautions should you take with regard to the protection from fire of storehouses and other buildings for which you are responsible?
8. How is ammunition stored in the theater of operations? What is an ammunition dump? a trench dump?
9. "Regimental storehouse space is needed by the Quartermaster Corps only." Why or why not?
10. "Theoretically, no stock is carried in the regimental storehouses. Practically, there will always be some items temporarily stored there awaiting final disposition." From these statements, what do you consider to be the function of the regimental storehouse?





11. "In the great military nations on the continent of Europe armament and equipment are not stored in centralized supply depots, but are decentralized by being stored in local barracks or depots in every town." Cite the advantages and disadvantages of this arrangement. Should you expect the same procedure to be followed with regard to subsistence stores? Give the reason for your answer.

12. Storage has been highly developed in business practices. Is it possible to carry over into army work any of the general principles which have been evolved?

13. Make a diagram showing the various reservoirs of ordnance material. Indicate the organization of the more important personnel involved. Do the same in the case of quartermaster material.

d) *Transmission.*

- i. Army Transport Service.
- ii. Rail Transport.
- iii. Motor Transport.
- iv. Wagon Transport.
- v. Pack Transport.

From a military point of view transportation of both men and material is of the utmost importance. The fighting forces must be moved and must be supplied. It is the duty of the transportation branch of the army not only to see that they have in their possession the materials necessary to the winning of victories, but also to see that they have out of their possession all those things which hinder the winning of victories.

Some idea of the magnitude of the strain on the transmission agencies may be secured by asking ourselves what would be involved in moving to Europe a city of 500,000 to 1,000,000 persons and then maintaining them there.

READINGS

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- Pratt, E. A.: *Rise of Rail Power in War and Conquest, 1833-1914*, pp. vii-xii, 1-53, 62-121, 149-231, 345-60. A broad historical consideration of the influence of railroads on war.
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- Scientific American*, CXV, pp. 118-19 (August 5, 1916). The use of motors in the Mexican campaign.
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- Ibid.*, CXV, pp. 38-39 (June 8, 1916).
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QUESTIONS

1. "The main difficulty with the transport is ordinarily the want of sufficient time to organize it." What do you think the word "organize" includes, as here used?

2. "Transport difficulties increase in geometrical rather than in arithmetical proportion as an army gets farther away from a given source of supply." What facts give color to such a statement?

3. Contrast the transportation problems involved (a) in the service of the interior and in the theater of operations; (b) in the zone of the advance and in the line of communications.

4. Make a list of the various items in the traffic along roads in the zone of the advance moving in the direction of the army front. Make a similar list for traffic moving toward the rear.

5. What are some of the measures taken to enforce economy in the use of roads in the theater of operations? Whose duty is it to enforce those measures?

6. "For the satisfactory building and repair of roads and bridges a special service will be required." What comprises the personnel of such a service? May it include civilians? prisoners of war?

7. In the line of communication in France today what organization, in your opinion, is responsible for providing transportation for General Pershing's army?





8. What does the Army Transport Service include? What department or bureau furnishes the ships used by the transport service? Are the vessels chartered or owned by the government?

9. Who may travel in army transports? Are animals and troops carried aboard the same vessel? Is there any general principle governing the matter?

10. What officers are in charge of the embarkation of troops? of the debarkation of troops? of the loading of animals aboard a transport?

11. Will supplies for the troops in France be carried in army transport ships wholly, or will private vessels under military or civilian control be used as well?

12. May an enlisted man decide for himself what baggage he will bring aboard an army transport? a commissioned officer? Why or why not, in each case?

13. Who are the important officers aboard each transport? What is the nature of their duties?

14. Who is responsible for the discipline and conduct of troops on board a transport?

15. What officials decide whether convoys shall be provided for transports? When transports are under convoy, who has authority over the vessels?

16. What kind of boats are used in the Harbor Boat Service? Describe the nature of the work performed by the Harbor Boat Service. Under whose control are the Harbor Service boats? Is there any connection between the Army Transport Service and the Harbor Boat Service?

17. Define or explain: siege railroads; military railroads; supply railroads; strategic railroads; light railroads.

18. What are the strong points of railroad transportation for war purposes? the weak points?

19. How do railways compare with canals as a war instrument? with rivers? with dirt roads?

20. "The most powerful means of auxiliary transport available for military operations in any western country are its railways." Has this been confirmed by the experience of the warring nations in the present conflict?

21. "Railways have practically done away with the necessity of animal transport for the modern army." How far is this true?

22. Name some European countries which have taken over the operation of their railroads for military purposes. Do you think that they could have secured just as efficient results by another method? Why or why not?

23. Do you think that this country will assume the control of the railways for military purposes? Has anything been done to increase the war-work efficiency of our railroads?

24. "A single-track railroad can handle only about fifty trains a day in one direction, and after an army's arrival a steady supply of food, ammunition, and recruits must be forwarded to maintain the fighting strength of the army." Can you argue from this that the railway facilities at hand determine the size of an army?

25. Enumerate some of the differences between military and civil railroad practices. When is a service of military railways organized?

26. "A common error is to think of the railroad for war purposes as so many miles of main line. In truth, one must think quite as much of terminals, yards, spurs, switches, and sidings." Explain why.

27. What bureaus care for the supply of motor vehicles for our army?

28. What are the advantages of motor transportation? Cite cases where the use of automobiles in the transportation of troops had a pronounced effect on results of battles.

29. What are the drawbacks connected with motor transportation?

30. Which has proved the best general-purpose vehicle in the present war, steam tractors or the internal combustion motor trucks? Why? For what purposes are steam tractors better suited than motor trucks?

31. Give the advantages and disadvantages of the so-called light and heavy trucks. Of the two which one is coming into greater favor with the army? Under what conditions is each used? When are trailers used?

32. From the war front there has come much talk in regard to standardization of the army motor truck. Why is standardization necessary? What are some of the difficulties in the way of its immediate realization?

33. Prior to the war how did the various belligerents go about the matter of procuring motor trucks for military purposes?

34. What have we, in this country, done toward adopting and building a "standard army type motor truck"?

35. What types of trucks has the Quartermaster Corps adopted?

36. Describe the test to which the Quartermaster Corps subjects the trucks submitted by the various manufactories before accepting them as suitable for military use.

37. What is meant by the term "park"? What different kinds of parks are there? Tell the purpose of each.

38. What provisions are made for the repair and replacement of damaged trucks on the Western front?



39. To what bureau has been delegated the duty of supplying our army with wagon transportation? Describe the different kinds of animal and wagon equipment which they have provided.

40. What are the advantages of wagon transportation over other methods of transportation? the disadvantages?

41. "Motor trucks are being substituted wherever possible for animal-drawn vehicles, and relatively few 'wagon trains' will be used in Europe." "The figures recently made for our service, providing for the first million men to be raised, would indicate that the proportion will be approximately one animal to each four men." Reconcile these two statements.

42. For what purposes are wagons used in our army today? To what units are they attached?

43. Is the matter of repairs to wagons as complex and difficult a problem as the matter of repairs to automobiles? Why or why not?

44. Sketch the probable facilities which will be set up for the repairing of wagons in the various trains. Do you suppose there will be established any such thing as "wagon parks"?

45. What are the relative merits of the mule, the horse, and the motor ambulance? Have the animal ambulances been discarded on the Western front?

46. Do motor or animal transport vehicles make the greater demands on the roads for a given amount of transportation?

47. "One consideration of vital importance is that of the standardization of the army wagon." What considerations make standardization of such great importance?

48. Describe the escort wagon. What load will it carry?

49. Compare the relative demands upon the transportation facilities made by horses and mules (*a*) for their own transport by land and water; (*b*) for the transport of their forage and equipment.

50. Under what circumstances is pack transportation employed?

51. What is the average load of a pack mule? How many miles does the pack mule ordinarily cover in a day? What use is made of pack mules in the present war?

52. Is there but one type of pack saddle? What is an aparejo? Of what does it consist?

53. What is the standard equipment furnished a pack train company today? To what arm of the service are pack trains typically attached? Of what does the personnel of a pack company consist?

54. Compare in terms of (*a*) radius of action, (*b*) mobility, (*c*) rapidity of operation, (*d*) certainty of arrival, (*e*) calculability of load, the following means of transportation: railroad; wagon transport; motor transport; pack train; Chinese coolie.

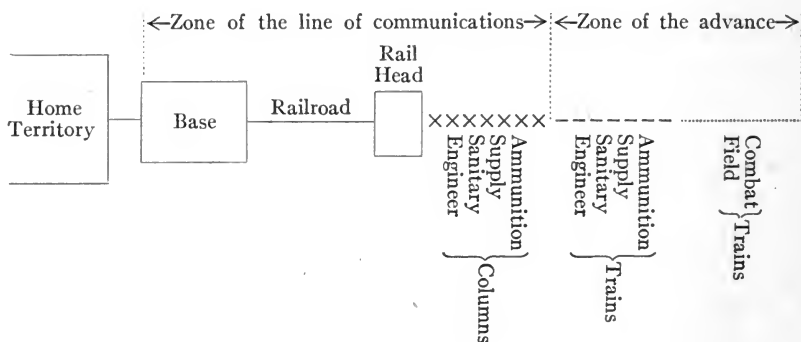
2. THE ORGANIZATION OF TRANSMISSION IN THE THEATER OF OPERATIONS.

The general mechanics of supply structures, if one may speak in such terms, are not widely different among modern armies. Diagrams of the various structures look much alike. There are, however, considerable differences in the esteem in which supply work is held and considerable differences in the philosophies of organization. Naturally, the various nations have been much influenced by the character of the military operations they have experienced.

The system of the United States Army shows the influence of years of peace-economy policy, small military operations, and long, rapid movements with ordinary quantities of supplies.

We have examined the organization of the army which supply is to serve; we have seen something of how military operations affect supply; we have in mind the general framework of the organization of the main supply departments; we know the main functions performed in supplying. The next task is that of understanding the organization of transmission in the theater of operations. We shall then be in a position to study some details of supply service operations without being confused concerning what lies back of the details.

The following diagram will be of assistance in keeping the general framework of the matter before us:



READINGS

Tables of Organization 1917, for the organization of supply companies. *F.S.R.*, §§ 269-385. The principal source of information on the subject. *Q.M.C.M.*, §§ 3005-17 deal with supply trains; §§ 3082-3341 with services performed by the several trains.

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Solutions of problems presented in supplying a moving army.

Bernhardi, F. von: *On War of Today*, I, Appendixes I-IV. Diagrams illustrating the solution of supply problems.

QUESTIONS

1. Define or explain: supply column; supply train; field train; combat wagon; regimental train; divisional train.

2. What are the two elements of a field train? Which element needs refilling most frequently?

3. The English speak of first, second, third, and fourth line transport. The ranking is according to the relative intimacy of the connection with the men in the line of battle. Try to work out what parts of our "transport" correspond to each of these English rankings.

4. Are the ammunition, supply, sanitary, and engineer columns part of the zone of the advance or of the line of communications? What is the case of the ammunition, supply, sanitary, and engineer trains? What is the case of the field trains? the combat trains?

5. What kinds and quantities of supplies are carried by the combat wagons, regimental trains, divisional trains, and the so-called columns?

6. Define advance depot, refilling point, distributing point, rendezvous point; and explain their relation to each other. Place them on the diagram, at the beginning of this section (page 52).

7. Can a situation develop in which neither supply trains nor supply columns will be used? in which one may be used and not the other?

8. "The function of combat, field, ammunition, supply, sanitary, and engineer trains is to keep the commands to which they are attached at all times ready for action without hampering their freedom of movement." Show that this is an assembling industry process. What is meant by saying these operations are comparable with the work of a gang boss under the Taylor system? Is there a "planning room" for the army? What kind of "time-study" is there?

9. "The commander of the ammunition train is the immediate subordinate of the divisional artillery commander after the ammunition train has been released from the control of the commander of the trains." Why is this appropriate? On what occasions does this releasing occur?

10. Why are the regulations so explicit concerning unauthorized vehicles or supplies in the zone of the advance?

11. Who is the commander of trains? What are his duties? What is the composition of his command? Who is his immediate superior?

12. Who is in command of the supply columns?

13. State what you believe to be the proper order in column from head to rear of the several trains, assuming that the division is on a march to the front and not likely to be engaged in action. Give your reasons for the proposed arrangement.

14. What change in organization of the supply service should take place upon entrance of the division into conflict?

15. "It is apparent that to build a railway into the immediate presence of active operations will reduce the mobility of the army, which can be preserved by wheel and pack transportation only." Why or why not?

16. "In the long run, the *average* daily progress of a modern army cannot be greater than the length of field railway that can be laid and completed for traffic in one day." Is this true?

17. "There must be a relative adjustment between the equipage and stores and supplies to be provided and the amount of transport to be furnished." Whose duty is it to provide this adjustment in the United States Army?

18. If transportation is not available for all the supplies, stores, etc., requested, upon whom falls the duty of deciding how the available transportation shall be used?

19. What are some of the reasons for the variations in the number of wagons and wagon companies attached to the various arms of the service?

20. How many wagons make up the combat train and field train (both baggage and rations) attached to a regiment?

21. How many sections are there to a wagon company? What is "the record of property transported"?

22. Who make up the personnel of a section of a wagon company? What equipment does this personnel operate?

23. Name some of the duties of the various members of the personnel of a wagon company. What is the property book? What use is made of Q.M.C. form 248?

24. What determines whether wagon companies or motor companies shall be used?

25. Name the various kinds of motor transportation companies provided for the United States Army. Have all of these companies the same organization both from the standpoint of equipment and of personnel?

26. To what units are motor trucks attached?

27. Give the personnel of a motor truck company. What is a motor truck battalion?

28. Of what does the equipment of a motor truck company consist?



29. Are the engineer, sanitary, ammunition, and supply trains each composed of the same number of motor trucks?

30. What is a supply company? Is there any relation between a supply company and a field train or a supply train?

31. How many supply companies are there in an infantry division?

32. State some of the regulations laid down in *Q.M.C.M.* concerning the administration and duties of wagon train crews.

33. What do you think of this statement: "There is no provision in our *Tables of Organization* for separating the actual transportation of supplies [referring to the work of the divisional trains in supplying the regimental trains] from the duty of issuing the supplies themselves. It is believed that a separate personnel should be provided for the latter purpose."

34. Whose function is it to organize and operate the ammunition service?

35. Is the ammunition train under the control of the commander of trains (a) all the time? (b) at any time?

36. Chart the progress of a case of explosives from the base to the battery which is to use it.

37. Are there any circumstances in connection with ammunition service which make it differ radically from the rations service?

38. Estimate the number of four-wheel drive motor trucks necessary to transport a 5 days' supply of garrison rations for 20,000 a distance of 150 miles. Explain method of calculation.

39. A field army (of two divisions) has advanced from A one hundred miles to B via railroad and is now in line of battle one mile beyond B. Draw diagrams illustrating how this army will probably be supplied with rations. Assume that it is eight miles beyond B and construct corresponding diagrams. Assume that it is forty miles beyond B and construct your diagrams. Work out as many different hypotheses concerning the situation as you can.

40. Work out for ammunition the problems raised by the preceding question.

41. Assume the following facts: (a) the strength of the infantry division will follow the *Tables of Organization*, 1917; (b) wagon trains, not motor transport, are to be used; (c) fifteen miles per day is a good average performance for a mule team; (d) there is no danger of interference by the enemy; (e) the ration concerned weighs 3 lbs.; (f) highways are good dirt roads except as specified. Work out answers to the following problems:

i. What is the minimum number of rations for men which must go forward daily?

ii. What number of freight cars must go forward daily to the rail head to carry these rations?

- iii. What is the probable method of distribution to the army?
- iv. What number of wagons will be necessary in each of the following cases?

Case I. The division is within one mile of the rail head.

Case II. The division is thirteen miles from the rail head.

Case III. The division is thirty-nine miles from the rail head.

The roads for nine miles back of the army are considerably torn up. The remaining thirty miles are in good condition.

42. Who controls the service of military railways? Discuss the composition of his staff. What is his relation to the commander of his line of communications?

43. What are the duties of the military controlling staff? Is it composed of both civilians and military officers? What are the functions of an assistant director of railways?

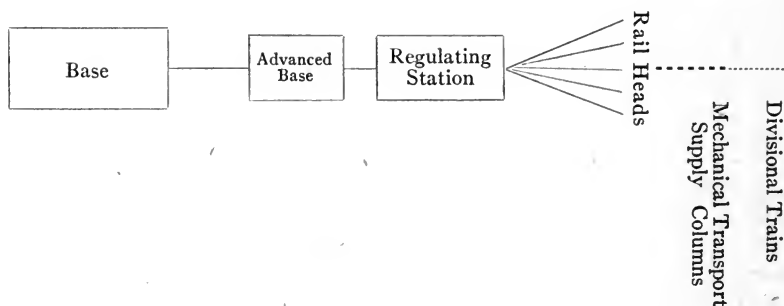
44. How is the work of reconstruction at the rail head ordinarily handled?

45. Discuss combat railways and supply railways from the standpoint of place; of use; of kinds of railway equipment used.

46. What forms are used when freight is shipped over our military railways? Are waybills used on military railways?

3. THE BRITISH ORGANIZATION OF SUPPLY.

No attempt will be made to master the English organization of supply. Its study is introduced at this point solely for purposes of comparison and as a means of indicating what one nation regarded



it expedient to do under the conditions of the Western front. Since several features were borrowed from the French, one might almost say two nations have regarded this organization expedient.

The chart of physical features shown above will be found helpful.

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- Heron, Col. T.: *The Ordnance Department of the British Army*, entire. A lecture delivered in May, 1917, before members of the Q.M.R.C., containing many facts of interest concerning the problems of supply on the European Western front.
- Sweeny, Capt. Charles: *Remarks on Supply Organization of the French Army from the Viewpoint of an Infantry Officer*. A lecture given before officers of the Q.M.R.C. in May, 1917, by a member of the French Foreign Legion.
- Thomas, A. H.: *Methods of Feeding Troops in War*. A lecture on the British subsistence methods.

QUESTIONS

1. How does the English Army use the following terms: ordnance? transport? transportation? supply service?
2. What are the duties of the Army Service Corps? Of what elements does it consist?
3. Outline the headquarters organization of the Army Service Corps in France.
4. What troops in the United States Army correspond to the Army Service Corps?
5. Distinguish between "staff officers" and "administrative staff officers."
6. What is meant by "Q" staff of an army? Are they "staff officers" or "administrative staff officers"? What are their duties?
7. What is the relation of the Quartermaster General to the Director of Supply and Transport at the War Office?
8. How does the War Office arrive at the supply requirements of the various armies? Discuss the part played by the "nightly letter."
9. Show on a map of Northwestern France the main bases, the subsidiary bases, and the lines of communication of the British Army.
10. Are supplies shipped from the dispatching supply depots in England to the army in France stored in the base supply depots before being forwarded to the advance bases? Why or why not?

11. Distinguish shipping "in bulk" and shipping "in detail." What supplies are shipped "in detail"?

12. How great a stock of supplies and forage is kept at the advance bases?

13. How are the various administrative branches notified of impending tactical or strategical moves? Is such action necessary?

14. What is the "standard pack"? What is the principle underlying it?

15. Do the divisional supply trains come directly to the rail heads for the replenishment of their supplies? If not, how are they linked up?

16. How are the local resources of the country utilized from the point of view of the line of communications?

17. What is the regulating station? What corresponds to it in American railroad terminology? What services are performed by the regulating stations? What is a section train?

18. What is the purpose of the rail head dump? of the field supply depot? of the advanced post? the general purpose dump? the trench dump?

19. Distinguish between the field supply depot and the special war dump? When and where is the latter established?

20. What are the duties of a salvage company? Is this company a part of the Army Service Corps?

21. "There is in the English organization one base depot for the mechanical transport, at Rouen, and in this are controlled the immense number of spare parts for the 20 or 25 different makes of lorry, and for the caterpillars, tractors, cars, and bicycles." Does not this centralization contradict other statements about the decentralization of the English supply service? How do you account for the contradiction?

22. "The strain on the mechanical transport is very severe and replacements are hard to obtain for a variety of reasons." List the reasons.

23. "The strain on the horse transport in the case of an advance is yet greater than that on mechanical transport." Why?

24. What use is made of pack transport by the British in France?

25. Why does the British supply organization take from the unit smaller than a division all transport allotted for baggage and supplies and centralize it into a divisional train?

26. Explain the organization and purposes of the base horse transport depot and the advanced horse transport depot.

27. "On each line of communications there is also an advanced mechanical transport depot." What are the functions of these depots? How many of these are there?



28. What is the mechanical transport central pool? Who is in charge? How is it used?

29. What is a corps ammunition pack? What is a subpack? How is ammunition transported to the subpack? from the subpack? Discuss the organization and purpose of a siege pack.

30. "Heavy batteries have certain mechanical transport attached to them which forms an ammunition column." "When the situation is such that ammunition cannot be got by mechanical transport to the guns, the divisional ammunition columns and the gun teams themselves are called upon to take the ammunition from where the mechanical transport is halted to the guns themselves." Are these statements contradictory?

31. How far is accountability carried in the British Army in France? If accountability for supplies is not required, does that mean that records need not be kept? How does a record differ from an account?

32. Give from the English supply organization as many illustrations as you can of each of the following: (a) functionalization; (b) standardization; (c) concentration of control and decentralization of execution; (d) specialization.

33. In operations of so huge a scale as those of the present war, what are the particular advantages of standardization? of decentralization?

34. "Routing, equipment, transport material, packing, stowing, timing, all must be standardized if the services of supply are to work effectively." Point out the advantages of standardization in each instance.

35. Cite a few illustrations of supply service where a system which makes provision for normal, special, and emergency situations would be helpful.

36. What are some of the specialized divisions into which the supply organization should be broken up for purposes of administration?

37. Would it be advisable in your opinion to have one official, such as Quartermaster General, at the head of all the services of supply of the Army and Navy? of the Army alone? Would such centralization at the head be inconsistent with a great degree of decentralization in the lower ranks?

38. "It is idle to imagine that any fixed rules can ever guide the supplying of an army in the field. Elasticity of measures, common sense, readiness of resource, and courage to incur responsibilities are at the bottom of an efficient supply service." Does this mean that there is no need of a supply officer's studying supply organization?

4. QUARTERMASTER SUPPLIES AND THEIR FLOW.

The purposes of this section are two. One of these purposes will have been accomplished if we secure a working knowledge of the elements which make up quartermaster supplies and can trace the channels, both physical and personal, which these elements follow in passing from the shop of the producer to the private in the ranks. The other purpose will have been accomplished if we come to regard this flow of supplies as a large and complicated matter which necessitates careful control. Such an attitude will prepare the way for the work on responsibility and accountability in chapter iii.

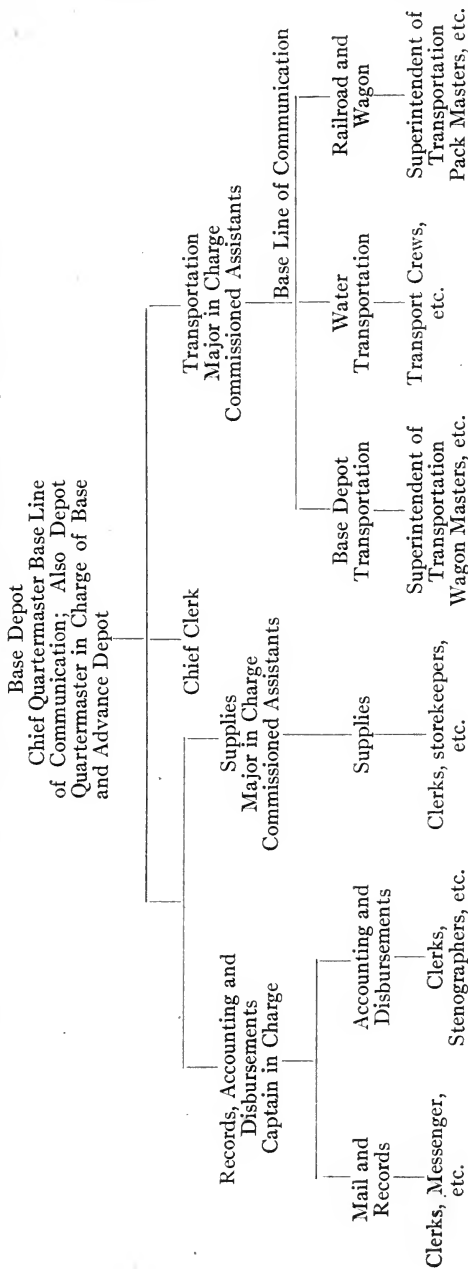
The organization of the quartermaster work in the line of communications is shown in the accompanying chart, which is based on a chart furnished by the Quartermaster Corps School connected with the Philadelphia Depot.

READINGS

- A. R.*, §§ 1000-1253, 1308-10. (Consult also *A. R.* changes.)
- Q.M.C.M.*, §§ 2176-2853, 3877-3917, operations of the Quartermaster Corps; Appendix 3, tables of maximum and minimum equipment; Appendix 4, specifications for subsistence stores; Appendix 14, illustrations of equipment; Appendixes 15-17, plans for camps.
- U.S. War Department: *General Orders No. 85, 1914*, § 319, definition of field service and of "A" "B" "C" Equipment. Reprinted in *Q.M.C.M.*, § 2193; in Baird: "*A*" "*B*" "*C*" *Equipment for a Company of Infantry*; and in U.S. War Department: *Compilation of General Orders, Circulars, and Bulletins, 1881-1915*.
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- : "Subsisting Our Field Army in Case of War with a First-class Power," *Journal of the Military Service Institution of the United States*, XLIV, pp. 335-58, and XLV, pp. 82-100 (May-June, 1909). An estimate of the problems in subsistence supply arising from foreign war.
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ORGANIZATION OF QUARTERMASTER CORPS WORK—BASE LINE OF COMMUNICATION



Holbrook and Dunne: *Handling the Straight Army Ration and Baking Bread*, entire. A recipe book for army cooks.

U.S. War Department: *Manual for Army Cooks*, 1916, entire. A technical manual of instruction.

—: *Manual for Army Bakers*, 1916, entire. Instructions for baking bread.

—: *How to Feed an Army*, entire. Full of detailed information of a practical nature, but too old to be entirely trustworthy.

Fair, Capt. J. S.: *The Supply of Animals for the Army*, entire. A lecture delivered in July, 1917, to members of the Q.M.R.C., dealing with the problems involved in shipping and caring for horses and mules.

U.S. War Department: *Manual for Farriers, Horseshoers, Saddlers, and Wagoners or Teamsters*, 1914, entire. Instructions.

QUESTIONS

1. Enumerate the main tasks of the Quartermaster Corps.
2. The Quartermaster Corps furnishes "supplies" and "services." Define these terms. Particularly, differentiate between personal service and non-personal service. What are the classes of supplies? of services?
3. What are the purposes of these classifications? Someone has referred to them as "identification" and "facilitating" and "accounting" devices. What does this mean?
4. What is the relation between requisitions and the classification of quartermaster supplies?
5. James Black is a civil-service clerk in the quartermaster office at Fort Sheridan. Are his services personal or non-personal?
6. The Bell Telephone Company has a contract with the quartermaster at Fort Y—for furnishing telephonic communication between Fort Y—and an adjoining town. Is this a personal or a non-personal service?
7. Under whose authority are services, both personal and non-personal, obtained in the zone of advance? in the line of communications?
8. Define or explain subsistence stores; ration; authorized issues; exceptional articles; sales articles; clothing allowance; extra issues; savings; commutation of rations; equipage; liquid coffee allowance; garrison ration; travel ration; reserve ration; field ration; emergency ration; reimbursement issues; Equipment C; garrison equipment; gratuitous issues.
9. Name the more important constituents of the several army rations.
10. What is a ration return? Who makes it out? May rations be issued to civilian employees of the Army?



11. Are fresh subsistence stores normally kept in stock? Why or why not?

12. How do the subsistence stores in the hands of the post quartermaster get into the hands of the company cook?

13. How is cooking done in the field? by organizations or individuals? Which method is the more desirable? What are field kitchens? rolling kitchens? How are they kept supplied with food?

14. "Bakery companies will be established for war service at the rate of one to each division." Do you find any provision in the tables of organization of a division for a bakery company?

15. What number and what types of field ranges should be provided for a regiment of infantry at war strength, assuming that issues are made according to rated capacity of ranges?

16. What bakery equipment and personnel is considered suitable for a regiment?

17. On a campaign what is the usual amount of rations carried (a) on each man? (b) in the ration section of the field train? (c) in the supply train? Is there any "usual" amount?

18. What practice obtains in the issue of fresh bread to troops in campaign?

19. The "savings privilege" ceases to operate in field service. Does this mean that the food will consist of only such things as are in the regular ration?

20. Are ration returns employed in the theater of operations?

21. Pvt. O—, Corregidor, P. I., is granted a furlough for three months, with permission to visit the United States. He leaves his station January 15, 1917, and arrives in San Francisco on the morning of February 15, 1917. He was subsisted on the transport January 15 to February 14, inclusive. He reports to the commanding officer, Casual Camp, Fort McDowell, California, from furlough on the morning of May 14, 1917. Compute the commutation of rations to which he is entitled.

22. In what ways can a post quartermaster obtain supplies? What has he to do with prescribed maxima and minima?

23. "A post quartermaster is the manager of a small-size branch department store, and he must satisfy the wants of his customers—the soldiers at the post." Is this a good analogy?

24. How does the post quartermaster obtain funds? What uses has a post quartermaster for funds?

25. What is the nature of the work done by the quartermaster depots? How do they supply the fighting forces? Do they issue their stocks directly to the men, or is there an intermediate distributing mechanism?

26. Distinguish carefully between additions to stock at a depot and replenishments of stock. How are funds obtained by the depot for each?

27. How does a general supply depot in the service of the interior replenish its stock when depleted by requisitions from the base depot?

28. Certain depots specialize in particular kinds of goods; e.g., the Philadelphia Depot in clothing. Who prescribes and oversees this specialization?

29. Do quartermaster depots on the line of communications in filling normal routine requirements demand that the field forces submit formal requisitions therefor? Why or why not?

30. Who determines the maximum and minimum quantities of the various articles to be kept on hand at the various depots in the theater of operations?

31. How do advance depots obtain the supplies which they are called upon to furnish?

32. What measures were taken by the Quartermaster Corps prior to the war to assure the United States Army an adequate supply of good horses? Were these measures effective?

33. How is the country divided for the purchase of animals? What personnel makes up animal-purchasing boards?

34. What is done with worn-out or injured horses still capable of service?

35. How are horses and forage obtained by the depots in the line of communications?

36. Under ordinary conditions what amount (gallons) of water is required per day by a mule? by a horse? What rationing provisions are made for draft animals? How often are animals watered and fed in garrison? in the field?

37. What are the duties of a veterinarian in connection with remount depots? To what corps do veterinarians belong? Can they be commissioned officers?

38. What is the organization of an auxiliary remount depot?

39. "All quartermaster supplies intended for field services will, when practicable, be packed in boxes 38×19×15 inches." What reasons can you give for this regulation?

40. "Much is said about the supplying of an army, but little is heard about the removal of worn-out materials, unserviceable supplies, etc." Is this latter problem of much importance in regard to quartermaster supplies? If so, in regard to what articles?

41. When new patterns of clothing are prescribed, what is done with the remaining stock of the old patterns? What use is made of unserviceable clothing capable of repair handed in in exchange for new issues?



42. How are waste products, such as empty crates, scrap metal, etc., disposed of in the service of the interior? in the theater of operations?

43. What is the standard fuel? What is meant by the terms "b.t.u."? What steps does the quartermaster take to secure analyses of coal?

44. What are the allowances of fuel to officers and enlisted men occupying public quarters? in camp?

45. Does the Quartermaster Corps supply any sales articles in the theater of operations?

46. Does the "Infantry Unit Accountability Equipment" include any quartermaster articles?

47. What is the purpose of the so-called "supply and allowance tables"? Do you think that supply and allowance tables are used in the zone of the advance? Why or why not?

48. Explain in detail the more immediate responsibilities and duties of the Quartermaster Corps during periods of action at the front.

49. In the service of the interior one does not hear very much about the division quartermaster. Why not? What are the duties of the division quartermaster in the theater of operations in relation to supply?

50. In the theater of operations what man is responsible for the pay of the troops?

51. What is the manner in which funds for the operation and maintenance of the troops in the field are supplied?

52. Contrast the method by which troops are supplied in the theater of operations with the method by which they are supplied in the service of the interior.

53. "The general plan of operation and the base having been decided upon, it becomes the duty of the Quartermaster Corps to sketch out a plan of the measures which will have to be taken to insure the regular provisioning of the army." What are some of the factors which must be considered in this plan?

54. Would a decision of the General Staff (a) to purchase a large proportion of its heavy artillery from France; (b) to equip the men with trench helmets, free the Quartermaster Corps in the service of the interior from any duties?

55. Are officers and enlisted men permitted to take along articles in addition to the class of equipment designated? If so, is transportation afforded for such articles?

56. Is the regimental supply officer a line or a staff man? Is the company supply sergeant a member of the Quartermaster Corps?

Does he look after quartermaster supplies only? If not, what are his other duties?

57. Has the regimental supply officer any control of the field train? To whom does the field train deliver supplies?

58. Is the regimental supply officer a subordinate of the division quartermaster? When would a regimental supply officer send a requisition to a division quartermaster? to a quartermaster depot? Has the division quartermaster any control of the division trains? To whom does the divisional train deliver supplies?

59. What is the relation of the company commanding officer to the company supply sergeant? of the regimental commander to the regimental supply officer?

60. Do the company supply sergeant and the regimental supply officer in the zone of the advance function as do the same officers in the service of the interior?

61. Are the officers in charge of the supply columns, supply trains, and field trains members of the Quartermaster Corps? Draw a chart showing their position in relation to the quartermasters in the service of the theater of operations.

62. Differentiate between a unit supply officer, a regimental unit supply officer, and a regimental supply officer.

63. Under what conditions will the regimental unit supply officer perform the duties of the regimental ordnance officer? of the regimental supply officer?

64. How does the regimental supply officer know how much and what kinds of supplies are needed by the companies in his regiment? How does he distribute these supplies to the fighting forces, i.e., what men are involved in this distributive process?

65. State the manner in which the regimental supply officer obtains supplies. Does he have money accountability? property accountability? If so, for what kind of property is he accountable?

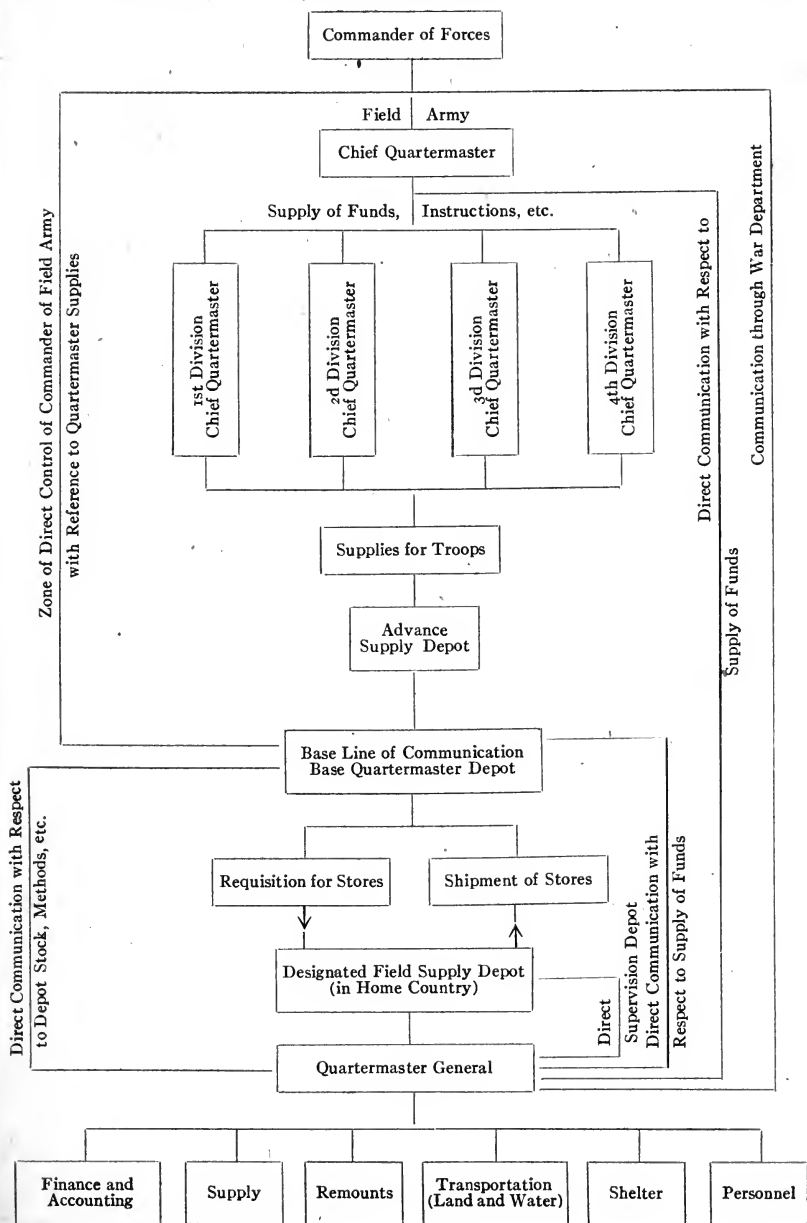
66. How does each company obtain its allowance of equipage? Are there any limits set regarding the amount of equipage which a company can draw?

67. Sketch the organization of the Quartermaster Corps from the Quartermaster General to the company supply sergeant in the service of the theater of operations.

68. Sketch the organization of the Quartermaster Corps from the Quartermaster General to the company supply sergeant in the service of the interior.

69. "Commissioned officers of the Quartermaster Corps will be designated by the War Department, upon the recommendation of the Quartermaster General, for duty with technical and administrative staff of divisions and higher units, and of the line of communications;

ORGANIZATION OF QUARTERMASTER WORK FOR A FIELD ARMY



and by the Quartermaster General for duty with division supply trains, with supply columns of the line of communications, and with depots thereof." What is accomplished by this?

70. Is a soldier captured by the enemy entitled to receive his regular pay, subsistence, and allowance for the period of his captivity?

71. Assume that cook J. P. Doe, Quartermaster Corps, was tried before a special court martial convened at Ft. Bradey, Michigan, by competent authority; he was found guilty. The sentence read as follows: "To be reduced to the grade of private and to forfeit two-thirds of his pay per month for three months." (a) Assume that you were quartermaster under whom cook Doe is serving and that the proceedings, findings, and sentence of above-mentioned court were approved by the reviewing authority; what action would you take on receipt of order promulgating sentence? If action includes any letter, draft it. (b) Assume that you receive this order on the thirty-first of the month, just prior to muster. In what grade will you carry cook Doe?

72. Assume that you are quartermaster at the Presidio, California, and that there exists a vacancy for corporal (painter), to which grade you desire to promote Pvt. J. K. Roe. Draft the letter you would write to have him appointed.

73. What items of clothing are issued to men? State the manner in which the enlisted man obtains his clothing. What limits are there on the quantity of clothing that he may draw? Must he pay for his clothing?

74. Have the terms "initial" and "yearly allowance" any application in the present method by which clothing is distributed? Why or why not?

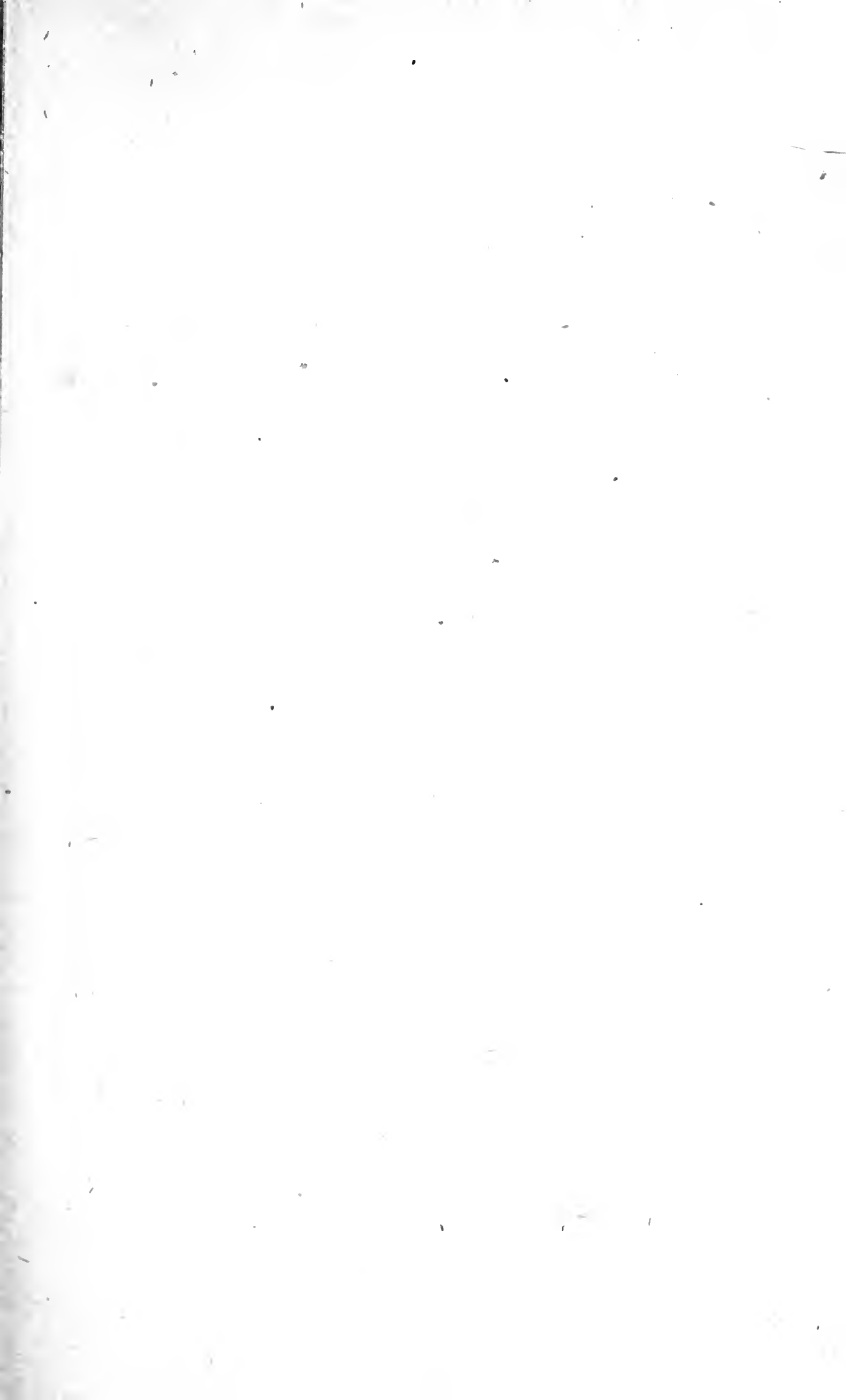
75. Is clothing in the possession of enlisted men their property? Is any record kept of the clothing drawn by each man? Why or why not?

76. Does a post or camp quartermaster obtain clothing by requisition or by purchase? What form does he use? What forms are used in issuing clothing to a company? to an individual?

77. In the service of the interior to whom does the company send a requisition for supplies or equipment? To whom does the regiment send? the post? Who signs the requisition in each case?

78. In the theater of operations to whom does the company send a requisition for supplies or equipment? To whom does the regiment send? the division? Who signs the requisition in each case?

79. If an advance depot cannot fill a requisition, what action does it take? If a depot in the service of the interior cannot fill a requisition, what action does it take?



80. A depot in the line of communications fills a requisition. To whom is it likely to invoice property? Over what means of transportation?

81. Be able to explain the accompanying chart of the Quartermaster Corps School of the Philadelphia Depot on the organization of quartermaster work for a field army (page 67).

5. RAILWAY TRANSPORTATION SERVICES OF THE QUARTERMASTER CORPS.

The general survey of means of transmission has already been made. So much of modern transmission is by rail, and so much of the work of the Quartermaster Corps is concerned with rail transmission, that a separate discussion is advisable.

A considerable proportion of the questions of this section is taken from the correspondence lessons of the Quartermaster Corps School connected with the Philadelphia Depot.

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American Railway Association—Special Committee on National Defense: *Bulletins 1-D* (April-, 1917). Co-operation of commercial railroads with the government in war time.

A.R., §§ 1116-45. Railroads and the Quartermaster Corps.

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Connor, Maj. W. D.: "Military Railways," *U.S. Army Corps of Engineers, Professional Paper No. 32*, rev. ed., 1917, pp. 5-6, 96-105, 155-59. The operation of military as distinct from commercial railways.

Shannon, Maj. R. E.: *Transportation of Troops by Rail*, entire. This and the two following lectures were delivered before members of the Q.M.R.C. during June, 1917. A discussion of methods used, illustrated by a problem in transportation.

—: *Transportation of Supplies for the Army*, entire. A sketch of the paperwork connected with transportation.

—: *Land-Grant Railroads and Their Relation to the Government Transportation*, entire. A sketch of the system of land grants and the present situation.

QUESTIONS

1. What are the duties of the Quartermaster Corps with respect to providing transportation for the army? of the Corps of Engineers?

2. What methods of transportation are utilized in the area embraced by the service of the interior? Should you classify the bulk of this transportation as military or civil transportation? Why or why not?

3. What are the duties of the department quartermaster with respect to transportation? of the depot quartermaster? of the post quartermaster? of the Quartermaster General? What is the office organization which cares for transportation matters?

4. What is the place of the quartermaster depot in the organization of transportation work?

5. Can the Quartermaster Corps be called upon to transport supplies for the Department of Agriculture?

6. What is the purpose of a freight classification? Name the important freight classifications in this country. To what territory is each applicable?

7. If you were given a copy of the official classification, could you tell what it would cost to ship one hundred pounds of sugar from New York to Chicago?

8. What is a class tariff? a commodity tariff?

9. You are quartermaster at a post and desire to make a shipment by freight. Having found the commercial rate, will you necessarily know the rate to be paid by the government? If not, how could you find out the rate which the government must pay?

10. Should the quartermaster apportion his shipments among several different roads, if there is more than one route possible; or should all shipments be made by the same line? Why? What are the factors involved here?

11. "In so far as government transportation is concerned, the railroads which receive aid from the government may be properly divided into four classes." What are these classes and what does each class provide in the way of reducing transportation charges on government shipments?

12. "It is not necessary to route government business over the land-grant lines themselves in order to secure the benefit of land-grant rates." Explain this statement.

13. What, in terms of its purposes, is a bill of lading? What kinds of bills of lading are there? What is the purpose of a way bill? What is a freight or expense bill?

14. Describe a government bill of lading. How many parts has it? What facts are shown on the bill of lading? Does it serve the



same purpose as the ordinary commercial bill of lading or does it show some additional facts?

15. Can the consignee obtain a shipment without presenting a bill of lading?

16. What records are kept of the number of bills of lading issued?

17. Assume that 4 carloads of public property are shipped on government bill of lading. They arrive at destination, Camp X—, Pennsylvania. The quartermaster receives instruction to forward supplies intact to Camp Y—, New York. Assuming that the seals of the cars have not been broken and that you have received the bill of lading, could the property be forwarded to Camp Y— without the issuance of another bill of lading? If so, how could this be effected?

18. How do you arrange to secure prompt delivery of property in case the bill of lading has not been received by you?

19. You are quartermaster at Camp Grant. Your supply of the standard bills of lading is exhausted, and you are required to make an immediate shipment of property at public expense. What is your action?

20. Capt. J—, 5th Cavalry, is transferred from Philadelphia, Pennsylvania, to Washington, D.C. He has the following goods: 30 crates household furniture weighing 3,000 pounds; 4 bundles rugs weighing 400 pounds; 5 barrels dishes weighing 700 pounds; 1 authorized private mount. What do you require of Capt. J—?

21. State in detail how you prepare, mark, and dispose of the various copies of the bill of lading on which Capt. J—'s goods are shipped. What report, if any, will you make?

22. Quartermaster Sgt. J—, on duty at Philadelphia, Pennsylvania, is ordered to change station to San Francisco, California, and applies to you as quartermaster for transportation on the Pennsylvania Railroad. (a) What do you require before issuing the request? (b) What do you do with this? (c) What transportation do you issue to him? (d) What disposition do you make of the papers and what report do you make, assuming that this is the only transportation issued during the month?

23. What action should a quartermaster follow in case a bill of lading on which public property is shipped is lost in transit?

24. You have four carloads of government property (clothing) to ship on a government bill of lading. Is it correct to bill as "4 cars clothing"? If not, what is necessary?

25. "Property shipped will be turned over on an invoice in triplicate." Tell what becomes of each of these copies.

26. When troops are moved by rail and their destination is not known, what disposition is made of the original bill of lading covering the shipment of troop equipment?

27. Two carloads of horses are shipped on government bill of lading, and, according to live stock contract, two attendants are to be transported free. Pvts. John Brown, Bert Black, and Daniel Green, 6th Cavalry, are ordered to accompany the shipment. State what notation should be made on the bill of lading with reference to the attendants, and whether or not you would issue a transportation request for the additional attendant.

28. What are transportation requests? How are they obtained by quartermasters? by those desiring transportation?

29. Explain the use of Forms 200, 169, 151, and 203 in accounting for transportation requests.

30. For what classes of transportation are transportation requests issued? How many copies of a request are usually made?

31. Can an officer who has no accountability obtain transportation requests for other than his own personal use?

32. Master Hospital Sgt. J—, at Washington, D.C., is ordered to proceed to Galveston, Texas, via boat. State the number of requests that you will issue, and what additional information, if any, will be noted thereon.

33. Capt. X— has been issued a transportation request which calls for Capt. X— and 24 others. Upon presenting the request to the ticket agent he finds that there are only 23 others. What action would you as Capt. X— take?

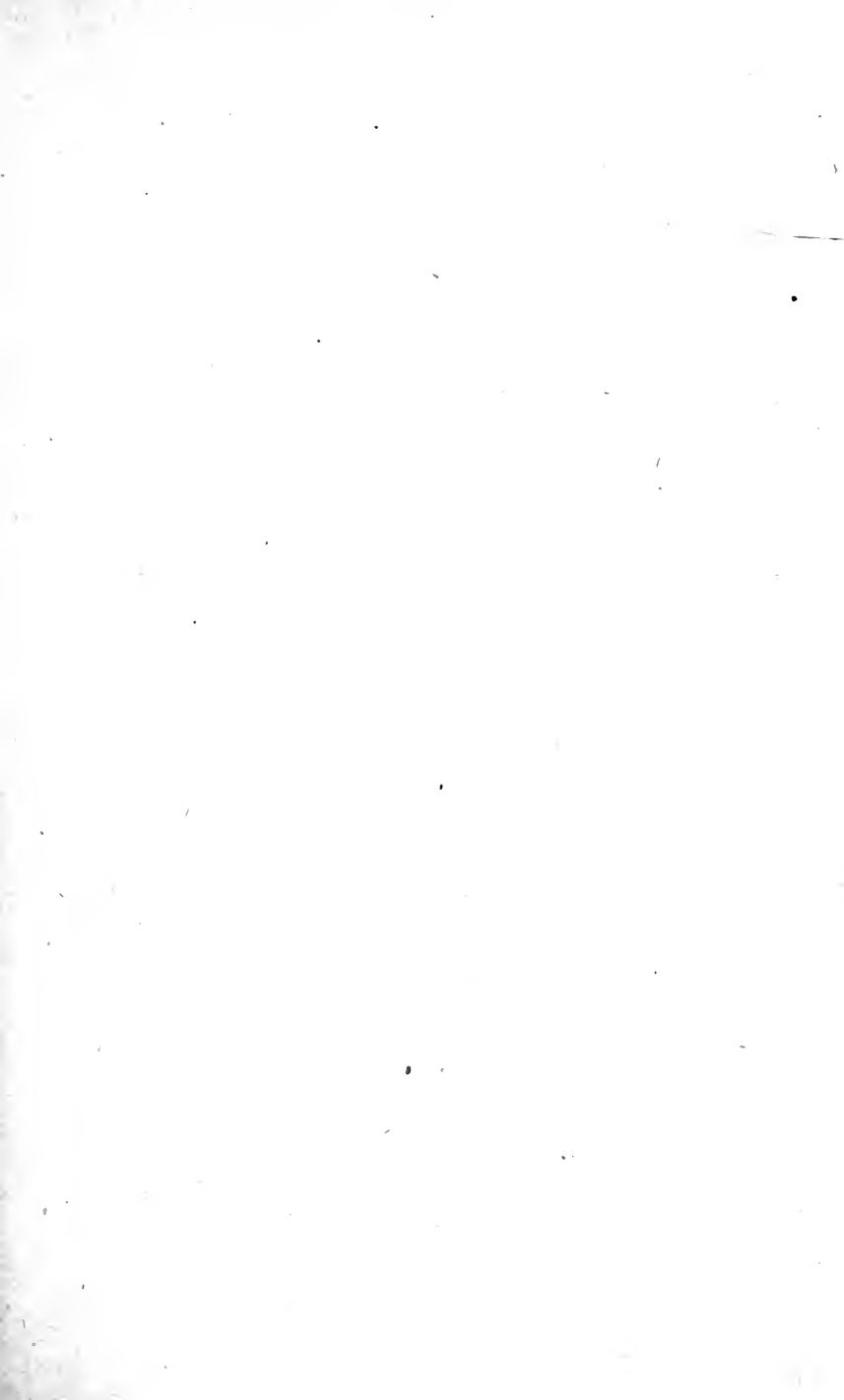
34. Capt. X—, after having entrained, discovers that he has 5 more than he secured tickets for. What action should he take?

35. On July 1, 1917, you issue a transportation request to Pvt. B—, from Philadelphia, Pennsylvania, to Washington, D.C. On July 10, 1917, he returns the transportation request to you, stating that upon arrival at the station he could not locate the request, and in order to comply with his order he purchased a ticket. What action do you take in this matter?

36. Capt. Walter Allen, 5th Infantry, is ordered on detached service and it is necessary for him to issue transportation requests. He presents his order to you, as quartermaster, and states that he has no property account. What action do you take in this matter and what instructions do you give him?

37. Is it necessary for the quartermaster, when issuing transportation which includes sleeping- or parlor-car accommodation, to make separate requests for the sleeping-car accommodation and the rail transportation?

38. In issuing transportation requests for movements of troops with live stock, what additional information, if any, should be noted on the transportation request with reference to attendants accompanying the live stock?



39. Maj. Jones presents you with a mileage account, accompanied with a travel order, papers all in proper form and covering travel performed by Maj. Jones from A to B via C. Distance over the shortest usually traveled route is 1,057 miles. Maj. Jones states that he actually traveled via the town of C, making the total distance 1,150 miles, and that he took this route on account of a wreck on the railroad between D and B, and that he wanted to make time and not wait for the wreck to be cleared. He had been furnished government transportation from A to D, a distance of 520 miles, and there are 500 miles of land-grant road between C and B. How much money as mileage is due Maj. Jones?

40. Pvt. Green, on furlough from Fort Jay, New York, reports at your station without means to return to his station. You furnish him with transportation, costing \$32, and three days' commutation of rations at prescribed rate. What amount would be charged against Pvt. Green? Who is advised of this charge?

41. Pvt. John Smith, Quartermaster Corps, arrived in the Philippine Islands October 3, 1915, and was assigned to duty in the office of the depot quartermaster, Manila, P.I. He was sick in division hospital, Manila—not in line of duty—January 1, 1916, to February 1, 1916 (both dates inclusive); on furlough in Japan, leaving Manila on transport "Warren" July 1, 1916, and returning thereto on July 28, 1916. Under Section 17, *Quartermaster Corps Manual*, on what transport is he entitled to return to the United States? Transports leave San Francisco for the Philippines on the fifth day of each month and leave Manila for the United States on the fifteenth day of each month.

42. Who is the sole intermediary between troop and railroad personnel? In case of deficiencies or other matters requiring correction to whom does he address himself?

43. In preparing supplies for oversea shipments what marks must be placed on the container in addition to those on a container for an ordinary shipment by rail?

44. How is the personal baggage of men and officers traveling by rail packed and stowed? What are the various containers used for personal property?

45. How is personal equipment marked for identification? company property? ordnance property? quartermaster supplies not yet issued?

46. What are some of the more effective means of packing subsistence stores? What is the maximum weight per package allowed?

47. What is a wagon pack? How should it be arranged? What officer is in charge? What other forms of pack are there?

48. What use does the Quartermaster Corps make of the express and mail services? What rules govern the use of these methods of transportation?

49. You have made a shipment, by express, from Fort M——, Alabama, to New York City. To whom do you mail the memorandum bill of lading?

50. In what ways does the shipment of animals differ from the shipment of supplies?

51. You have 120 horses to ship. What size cars would you requisition and how many?

52. Your organization is ordered from Kansas City, Missouri, to Philadelphia, Pennsylvania. You have been supplied with garrison rations to cook en route, but shortly before your equipment arrives the railroad company informs you that it is unable to furnish you with a tourist kitchen car. How will you arrange for messing the men en route with the garrison rations?

53. In movements by rail how should the impedimenta of troops of various organizations be loaded?

54. Do the post quartermasters pay the railroad company's freight bills?

55. Is the cost of transportation of ordnance stores charged against the Ordnance Department?

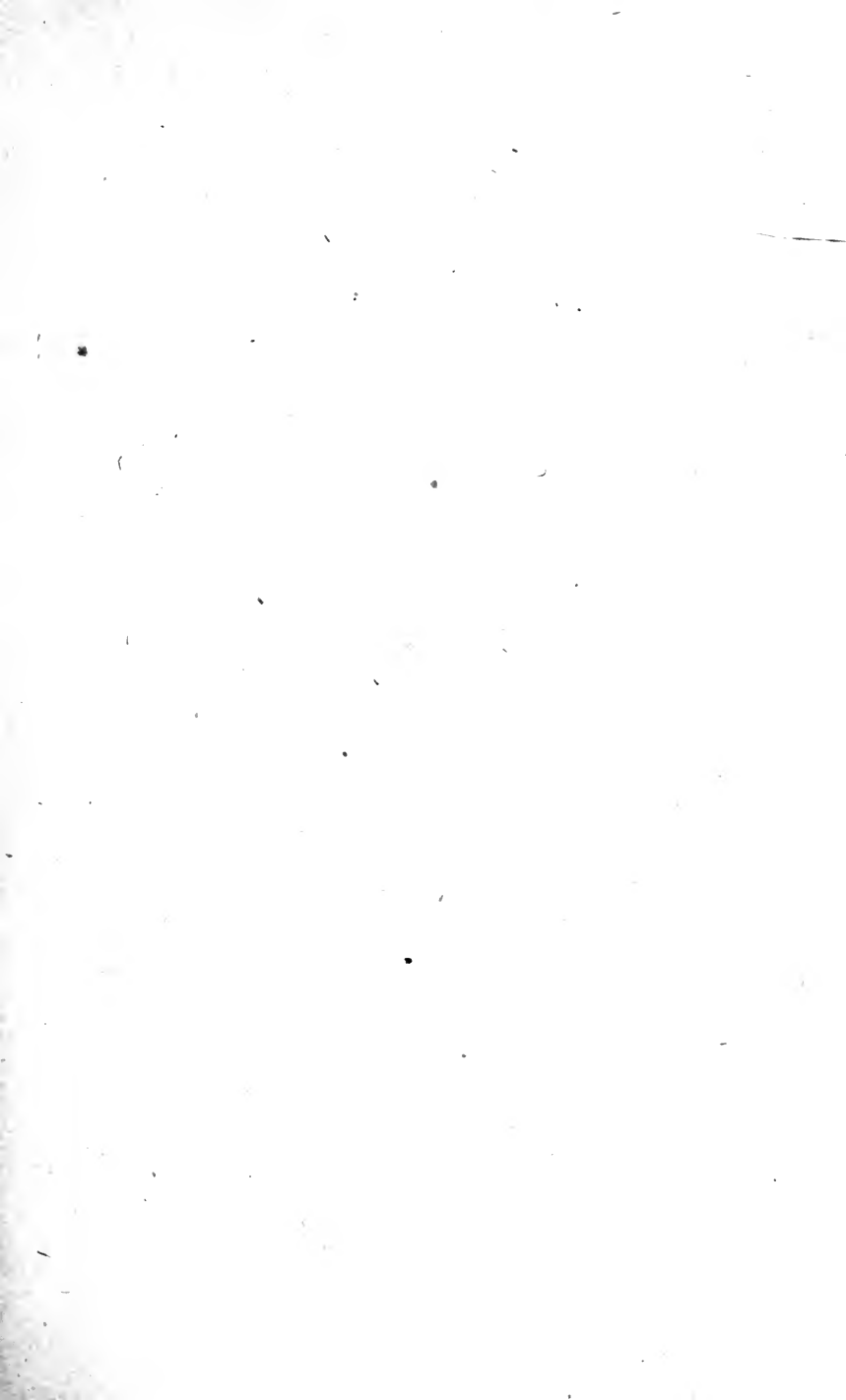
56. Outline the steps which a receiving quartermaster should take in case of the receipt of property which is in a damaged condition.

57. Capt. A——, quartermaster at Fort Sheridan, Illinois, invoices a lot of mattress covers to the quartermaster at the Presidio, San Francisco, California. How many copies of invoices and receipts does he prepare and how are they disposed of?

58. The depot quartermaster at New York City invoices a lot of sugar to the quartermaster at Fort Wayne, Michigan. How many copies of invoices and receipts are prepared and to whom are they sent?

59. The commanding officer, 50th Cavalry, en route from Fort Sam Houston, Texas, to New York City, New York, receives a telegram at Y—— to detrain his entire regiment and proceed by marching. Considering that Y—— is in the open country and that no portable ramps are available, state how you as Col. A—— would issue the necessary orders to carry on the unloading.

60. A company of infantry, having been furnished sleeping-car accommodations, arrives at its destination at 9:30 P.M., and on account of inclement weather the company commander decides not to vacate the sleeping-cars. What is required of the commanding officer of the company?



61. What do you estimate to be the number and kinds of cars necessary for the transportation of one regiment of infantry at war strength, wagon transportation to go not knocked down?

62. Describe the steps which are taken in providing for the transportation of large numbers of troops. Include all steps from the receipt of the order directing the movement to the leaving of the troop train.

63. How much railway equipment is needed to transport a division on war footing with all its authorized animals, equipment, and supplies? how much trackage if all the trains are lined up in immediate succession?

6. ORDNANCE SUPPLIES AND THEIR FLOW.

The purposes of this section are two. One of these purposes will have been accomplished if we secure a working knowledge of the elements which make up ordnance supplies and can trace the channels, both physical and personal, which these elements follow in passing from the shop of the producer to the private in the ranks. The other purpose will have been accomplished if we come to regard this flow of supplies as a large and complicated matter which necessitates careful control. Such an attitude will prepare the way for the work on responsibility and accountability in chapter iii.

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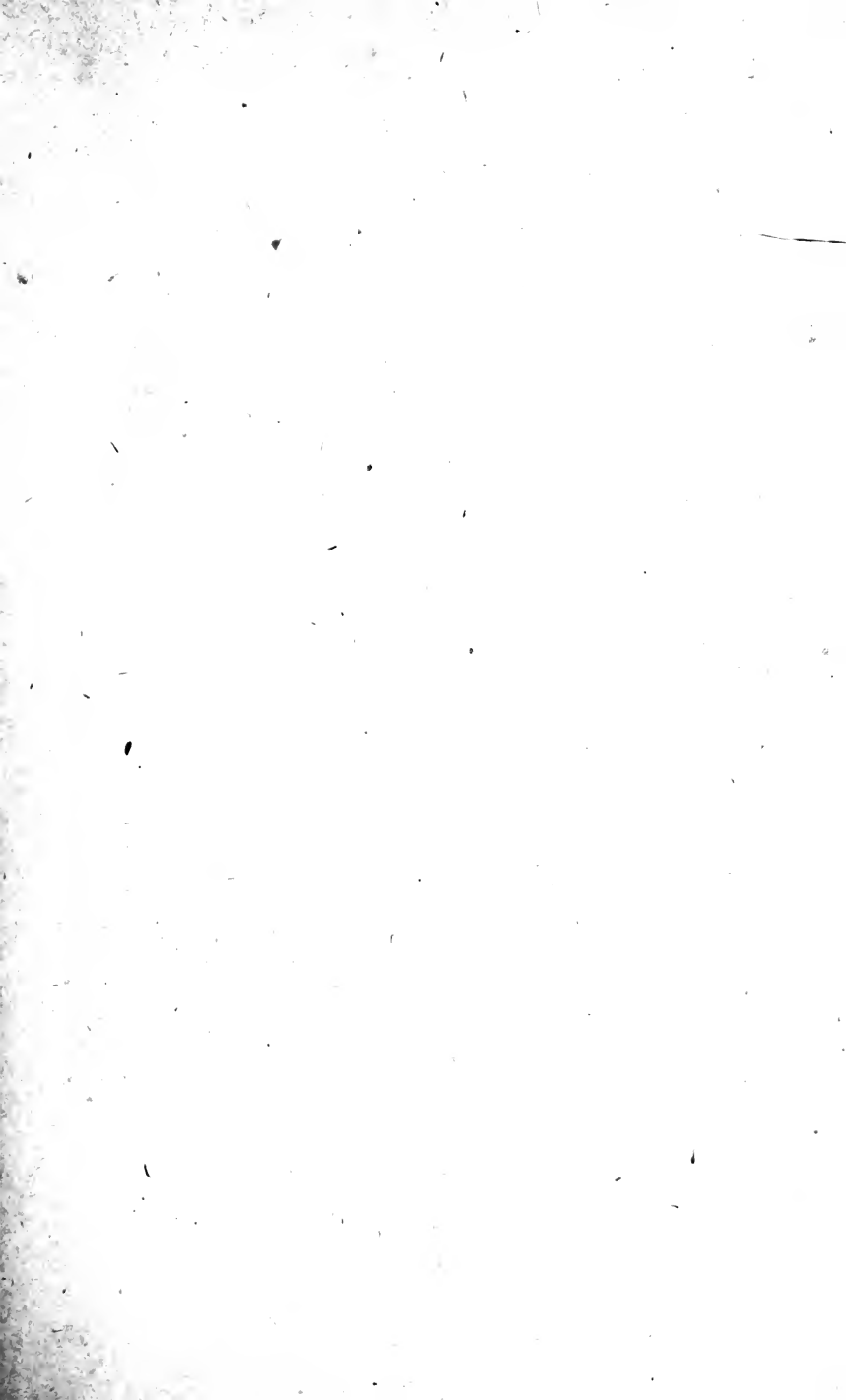
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- U.S. Superintendent of Documents: *Monthly Catalog of United States Public Documents*. See these for monthly lists of instruction manuals and other titles on ordnance property.

QUESTIONS

1. Enumerate the main tasks of the Ordnance Department.
2. What are the chief classes of Ordnance Property from the point of view of accountability? What are the purposes of this classification? Someone has referred to them as "identification" and "facilitating" and "accounting" devices. What does this mean?
3. Define in terms of ordnance property (a) Equipment C; (b) garrison equipment.
4. What methods are open to the Ordnance Department for the procurement of ordnance and ordnance stores? What are the sources of ordnance supplies for the United States expeditionary force in France?



5. How does an enlisted man procure the ordnance equipment that he needs? Who keeps a record of the ordnance property which he has in his possession?

6. What are the purposes of the supply and allowance tables published by the Ordnance Department? Are they observed under war conditions?

7. Are there conditions under which requisitions calling for larger supplies of ordnance property than allowed by the supply table will be filled?

8. What circumstances made necessary a revision of the standard list of ordnance and ordnance supplies established as being required for the maintenance of an infantry division for a period of six months?

9. "Unit equipment represents the best known combination of mobility and fighting force. It should therefore never be changed except by proper authority." What does this mean?

10. Name the ways in which a post ordnance officer secures his ordnance and ordnance stores.

11. What use, if any, does the post ordnance officer make of funds? In case he has funds whence does he procure them?

12. State the manner in which the regimental ordnance officer obtains supplies. Does he have money accountability? property accountability? If so, for what kind of property is he accountable? Is he a line or a staff man?

13. May the regimental supply officer and the regimental ordnance officer be one and the same man?

14. What is the relationship between the company supply sergeant and the regimental ordnance officer? What are the duties of the former in regard to ordnance and ordnance stores?

15. Is the regimental ordnance officer a subordinate of the division ordnance officer? Does the former send requisitions to the latter? to the ordnance depot?

16. What is the relation of the regimental ordnance officer to the captain of the regimental supply company?

17. How are issues of ordnance and ordnance stores made to troops operating in the field in time of war?

18. What principles should guide the decision as to the amount of ammunition carried by the men and the amount carried by combat wagons?

19. What duties has a division ordnance officer when the division operates separately? when it operates as a part of a field army?

20. Compare the duties of the ordnance officer of a division at the port of embarkation with those of the ordnance officer of a division in action.

21. What are the duties of the commanding officer of an ordnance depot (a) at a concentration camp or port of embarkation? (b) on the line of communications? (c) independent of the line of communications?

22. What is the relation of the commanding officer of an ordnance depot on the line of communications to the commander of the line of communications?

23. What is the relation of the commanding officer of a depot established independently of the line of communications to the commander of the troops his depot serves? to the ordnance officer on the staff of the commander of these troops?

24. What personnel is furnished to the commanding officer of an ordnance depot? What are the disadvantages of civilian personnel?

25. Who exercises supervision over the ordnance service in the zone of the advance? in the line of communications?

26. What information must the depot commander be prepared to furnish to the division ordnance officer? How should he classify his data?

27. What are the duties of the commanding officer of a depot with regard to salvaged ordnance and ordnance stores?

28. How do the commanding officers of ordnance depots maintain their stocks?

29. "The senior staff officer of each group of the base section of the supply, sanitary, and telegraph service of the line of communications acts as technical adviser of the commander of the line of communications on all matters relating to the operations of his corps within the territory under his jurisdiction." Give examples of such "matters" in the case of the senior ordnance officer.

30. Under what conditions do you think ordnance supplies would be forwarded to the men in the zone of the advance without the making out of formal requisitions?

31. To whom are sales of ordnance property made?

32. "During active operations it is provided that requisitions be submitted orally directly on the ordnance officer whose facilities for making prompt issues are the greatest, without requiring them to pass through intermediate commanders." What is the reason for this provision? Will it not break down the service of information in regard to the quantities on hand?

33. When the quartermaster provides transportation for the Ordnance Department, who performs the actual loading at the ordnance depot?





34. Does the amount of quartermaster supplies procurable in the theater of operations have any bearing upon the work of the Ordnance Department?

35. Are the demands in connection with ammunition supply greater or less than those connected with provisioning?

36. In the service of the interior trace the distribution of ordnance property from the arsenal to the private at a post. Do the same in case of a private serving in the firing line in the zone of the advance.

37. "The maintenance of equipment is the most important and likewise the most difficult function of the ordnance depot." Why?

38. What are the basic principles governing the system of maintenance of ordnance equipment? What are the means taken to carry out these principles in the case of rifles? of artillery?

39. What provision does the Ordnance Department make for the training of men to make repairs? To what organization do these men belong?

40. Outline the English system for the salvage and repair of damaged ordnance and ordnance stores. Explain the part played in this system by the "light ordnance mobile workshop"; the "medium mobile workshop"; by the "heavy mobile workshop"; by the arsenal.

41. What should be done with unserviceable ordnance equipment? with unserviceable parts? with captured equipment? with unserviceable but reparable equipment?

42. What is done with the ordnance equipment of wounded soldiers?

43. What measures should be taken to avoid piling up repair work in the ordnance depot?

44. Through what channels do the ordnance officers learn of the strength and disposition of the troops they are to serve and of impending expenditures of unusual amounts of ammunition?

45. The captain of a battery of field artillery at Fort Sheridan discovers that some of the guns in his battery are in need of repairs. Tell how he should obtain the necessary repairs. Should he consult the department ordnance officer? Why or why not?

46. What is the purpose of the elaborate "Shipping Container Specifications" of the Interstate Commerce Commission? What provision is made with reference to the material of which inside containers shall be made? What special provision is made with reference to packing cartridges of nitroglycerin explosives?

47. To what source should you go to read instructions concerning the packing and storage of explosives?

48. In what direction with reference to the length of the car should the long dimension of a package of explosives rest? How should kegs be placed in the car? Why may barrels be differently placed? What should be the distribution of weight of explosives within the car? What is "staying" of explosives within a car?

49. What is the procedure in case broken or defective packages of explosives or other dangerous explosives are received?

50. How is protection from rough handling insured for a car containing explosives?

CHAPTER III

RESPONSIBILITY AND ACCOUNTABILITY

- A. Background Considerations
 - B. Paperwork of the Quartermaster Corps
 - C. Paperwork of the Ordnance Department
-

The outstanding matter in this chapter is control, with particular reference to impersonal systems of control. The preceding chapters have shown the persons by whom the impersonal control is conducted and have shown many of the details which must be controlled.

A. Background Considerations.

1. *The Army Point of View.*
2. *The Initiatory Phases of Money Accountability.*
3. *Some Basic Practices in Property Control.*
4. *What Army Paperwork Is.*

READINGS

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I. THE ARMY POINT OF VIEW.

Any modern large-scale organization finds it necessary to set up systems of control. The magnitude of operations makes it

impossible for the ultimate superior personally to know and supervise details. Some system, some organization, must be provided to enable him to cope with the situation.

In general terms, this ultimate superior does two things: he subdivides responsibility and thus controls in part by personal agencies; he insists upon records and reports, which are impersonal devices. Upon the success with which he welds these personal and impersonal agencies into a coherent efficient system will depend the efficacy of his control.

These statements are as true of the army as of business. True, the aims of army work do not find a perfect parallel in the aims of business work, nor do the tests of success. The profit aim and the profit and loss test of success are, upon the whole, lacking in army work.

Reflection upon this fact will cause modification of opinions on the part of those who see in government accounting little but "red tape." The truth is that ordinary business profit-and-loss accounting goes but a certain distance in army work, and other devices must cover the rest of the road. Very often in army work property must be cared for and accounted for *as property* rather than as a representative of value. This is not denying that funds also must be cared for and accounted for.

In studying the problem of control in army money and property matters, we find it necessary to differentiate between responsibility and accountability. The two may be combined in one person, but they must be separated in our thinking if we are to see the problem clearly.

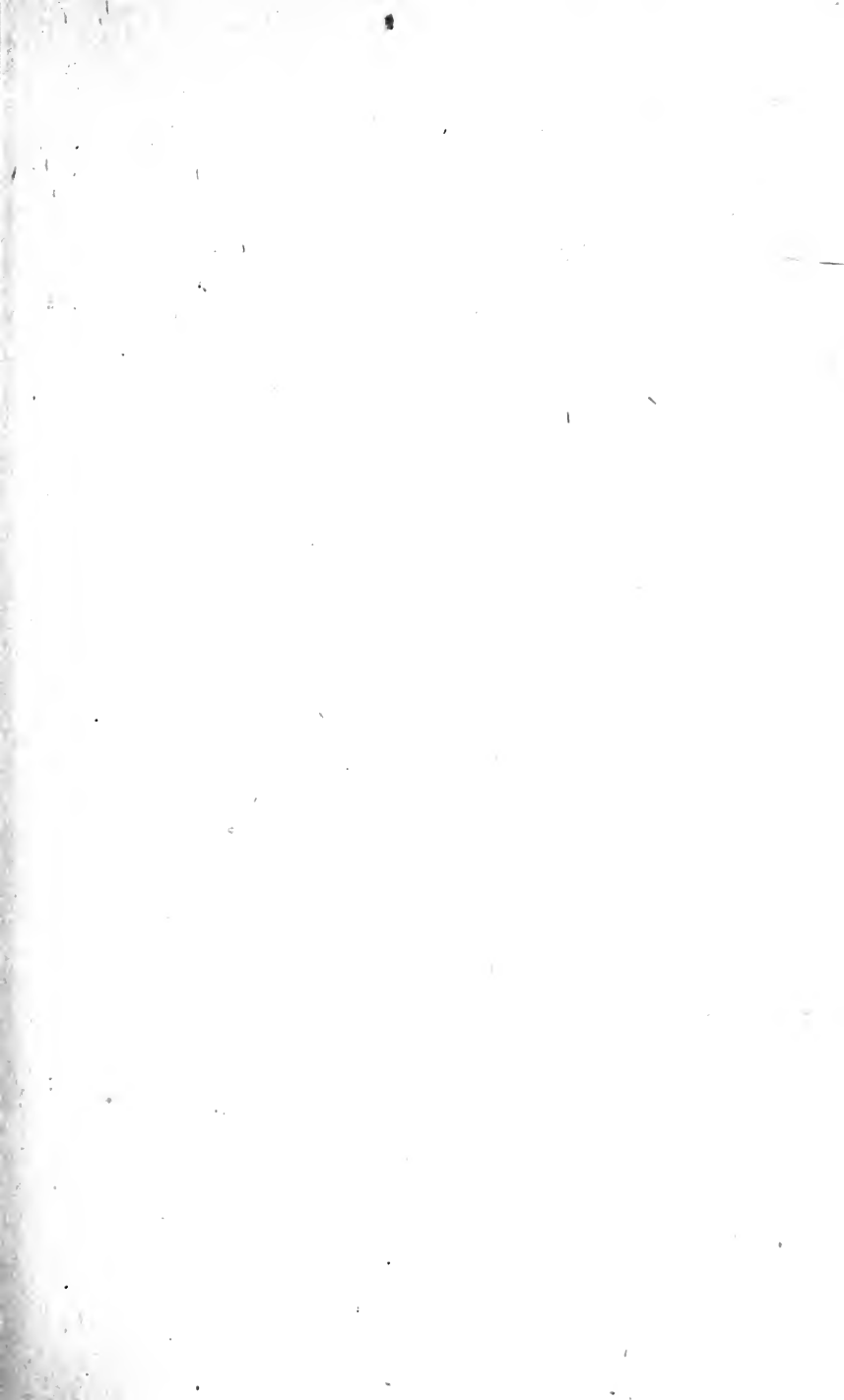
QUESTIONS

1. "Good business practice requires that a balance sheet be prepared at the end of an accounting period, and that the net worth of present and preceding periods be contrasted." Can this "net worth test" be applied in governmental accounting? Give reasons for your answer.

2. "Every physical unit of property must be accounted for in army work." Why? Is this necessary in business?

3. "As one looks at army property regulations, he is impressed with the army idea of the sacredness of property." Quote at least ten regulations showing the care with which property is to be preserved and accounted for.

4. Precisely what is the difference between responsibility and accountability? "An officer can be responsible for property without being accountable for it; he can be accountable for property without being responsible; and lastly, he can be both responsible and account-



able for property in his possession." Cite as many illustrations as you can of each situation.

5. "One of the outstanding features of army property control is the serious responsibility of the line officer." Give as many illustrations as you can of line officers' responsibility for property. Upon what philosophy of organization does this responsibility rest? What part of this responsibility, if any, flows from tradition?

6. "As one views the property responsibility of the line officer, he is impressed with the fact that the principle of functionalization has not been carried as far as it should be carried in army matters." What does this mean? Do you think it is a defensible position?

7. "Classifications of property or services are: (a) symbols, (b) expediting devices, (c) accounting devices." Explain what is meant by each statement.

8. What are the chief classes of ordnance property? of quartermaster supplies? of quartermaster services?

9. "The Army's care of property is sometimes meticulous and sometimes it is wildly extravagant. No single clear principle seems to obtain in all possible situations." Is this true? Is it unfortunate if true?

2. THE INITIATORY PHASES OF MONEY ACCOUNTABILITY.

In one sense the first step in any military operation is the securing of funds. This process is not merely interesting to the taxpayer; it is of vital significance to the responsible and accountable officials who handle these funds. Funds are appropriated in definite terms for specific purposes, and the accounting system must be so organized as to show that funds have been properly expended. In a very real sense, therefore, the operations connected with the appropriation of funds are "control operations" with respect to money accountability.

QUESTIONS

1. The Constitution of the United States provides that "no money shall be drawn from the Treasury, but in consequence of appropriations made by law." Define an appropriation. By which branch of the government are appropriations made?

2. What is the relation of the executive branch of the government to the making of appropriations?

3. What is meant by the "book of estimates"? Why is it in the form of a letter?

4. Does the General Staff Corps function in the preparation of estimates of the War Department?

5. Under what circumstances, if any, may the Secretary of the Treasury review or revise the estimates which are submitted to him? Does the Secretary of the Treasury make recommendations to Congress in presenting the book of estimates?

6. "The arrangement and order of the estimates included in the book of estimates was prescribed by statute in 1906." What purpose had Congress in view in making this requirement? What results have ensued?

7. What comparative data are contained in the book of estimates? Does it contain comparative statements of past expenditures of the various government departments?

8. What methods are employed by the heads of the government departments in preparing their estimates?

9. "The Speaker refers the estimates contained in the 'book' to the proper committees of the House of Representatives." To which committees does he refer the estimates of the War Department? Which committee prepares the Army Bill?

10. "Although the book of estimates is supplemented by various 'statements' prepared by the Treasury and other departments, the data embodied in these documents are inadequate for the guidance of congressional appropriation committees." What other means of obtaining information must the committees resort to?

11. "When a bill has been approved by both Houses, it is sent to the President." With what discretionary power is the President clothed by the Constitution with respect to acts of appropriation? Is his action final?

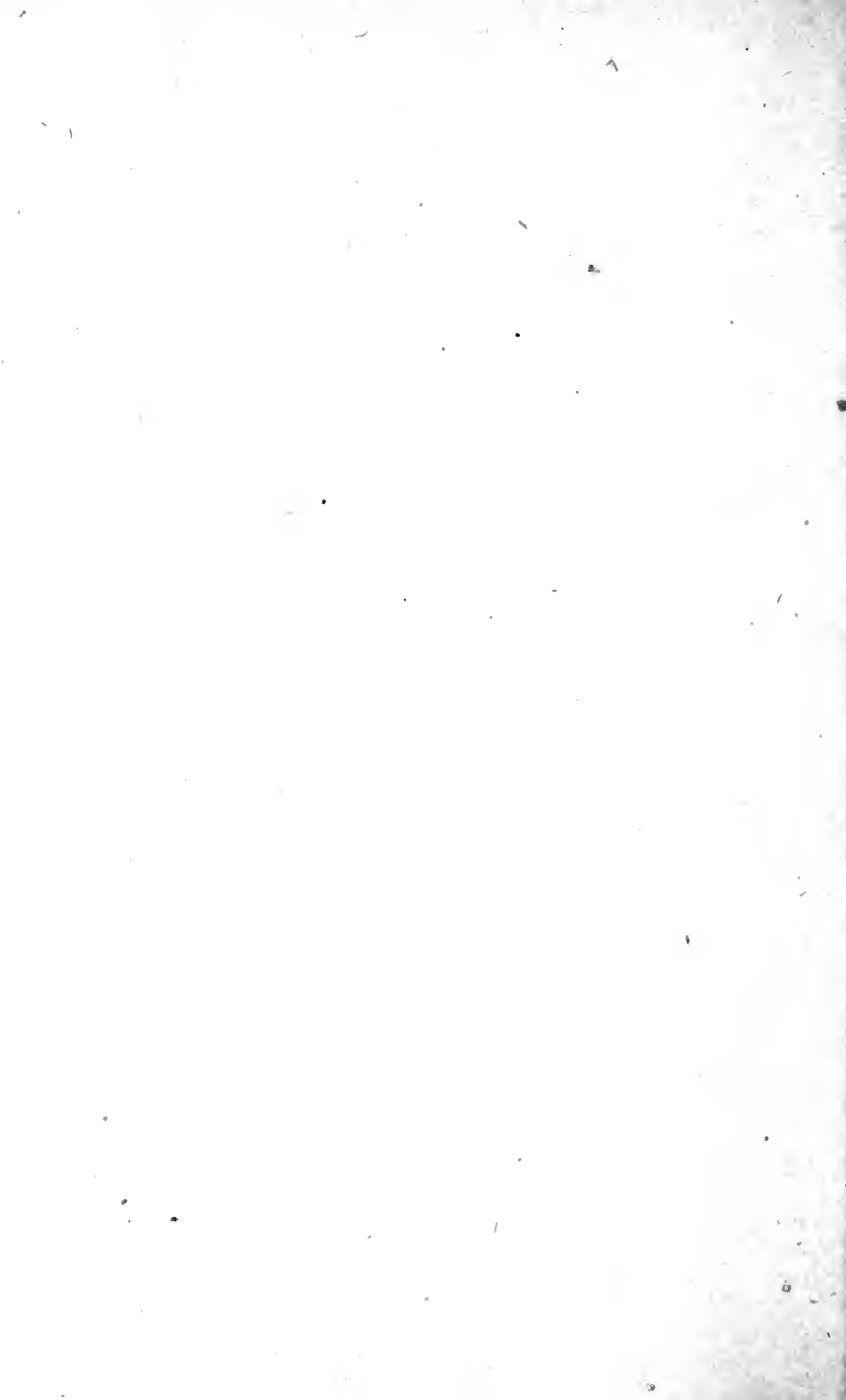
12. "No set form of wording is required for the enacting clause of an act of appropriation." Must the clause declare in specific terms that an appropriation is made for a specified purpose, or may the appropriation be made by indirect inference? What authority can you cite for your answer?

13. What interpretation should be placed upon the terms "specific" and "indefinite" as they are used in the classification of appropriation acts?

14. Distinguish between an annual appropriation, a permanent appropriation, and a permanent annual appropriation.

15. What constitutional limitation with respect to time is placed upon appropriations for the support of armies?

16. It is provided by statute that "all sums appropriated for the various branches of expenditures in the public service shall be applied solely to the objects for which they are respectively made and to no others." Is any discretion left to administrative officers in the expenditure of appropriations? Upon whom devolves the duty of



determining whether expenditures have been made for objects contemplated in acts of appropriation?

17. What official may be called upon to render a decision as to the meaning of phrases employed in an appropriation act? Is his decision binding, or is it merely an expression of opinion?

18. To what extent is discretion granted to the officials of the War Department by the terms of the Army Bill?

19. Name some of the headings under which appropriations are made for disbursement by officers of the Quartermaster Corps.

20. In time of peace appropriations for the use of the Quartermaster Corps "are definite as to amounts, period, and purpose for which appropriated, hence it is imperatively necessary so to disburse the funds as to avoid excessive expenditures and consequent deficiencies." What steps are taken to prevent the making of expenditures in excess of appropriations?

21. Define an apportionment, from the standpoint of the Quartermaster Corps. By whom is it made? To whom is it made? What is the object of making apportionments?

22. The Chicago Quartermaster Depot, the United States Military Academy, and the Aviation School at Augusta, Georgia, are among the places which are referred to as "independent stations." What is meant by an "independent station," and what is the significance of the distinction?

23. Why are apportionments made to depot quartermasters?

24. Name a typical apportionment made to a department quartermaster.

25. Are apportionments fewer, or more numerous, than appropriations? Why?

26. Are all apportionments made for the same period of time? Give reasons.

27. May apportionments be increased or reduced in amount?

28. Define an allotment, from the standpoint of the Quartermaster Corps. By whom are allotments made, and to whom? (NOTE.—The allotment referred to is not the 'allotment' of pay, which soldiers are permitted to make.)

29. For what reasons are allotments made?

30. Compare the periods of time during which allotments are available with the periods in which appropriations are available. What kinds of allotments are there, on a time basis?

31. For what financial purpose is the headquarters of a territorial department considered as a post?

32. "No contract or purchase on behalf of the United States will be made unless it is authorized by law, or is made under an appropriation adequate to its fulfilment, except" What are the

exceptions? Give hypothetical cases in which these exceptions would apply.

33. Why is an analysis of each Army Bill made by the Quartermaster General?

34. "In time of war, . . . the limitation as to appropriations is necessarily removed." Does this mean that the apportionment and allotment system is dispensed with in war time?

35. Name some of the appropriations for the use of the Ordnance Department.

36. What is meant by an apportionment when speaking of the financial operations of the Ordnance Department? Give the name of a typical apportionment.

37. By whom, and for what purposes, are allotments made in the Ordnance Department?

38. Will allotments be made to post ordnance officers? to department ordnance officers? to armament officers? to inspectors? to arsenals? to depots? Explain the reasons why, or why not, in each case.

39. Explain the nature of a "revocation."

40. "Allotments are made by the Chief of Ordnance upon the basis of estimates of anticipated or recommended expenditures submitted to him." By whom are these estimates submitted?

41. "The estimates submitted by commanding officers of ordnance stations and by armament officers are grouped under two heads—annual and special." Is this distinction based upon the purposes for which the estimates are made? On what occasions are special estimates made?

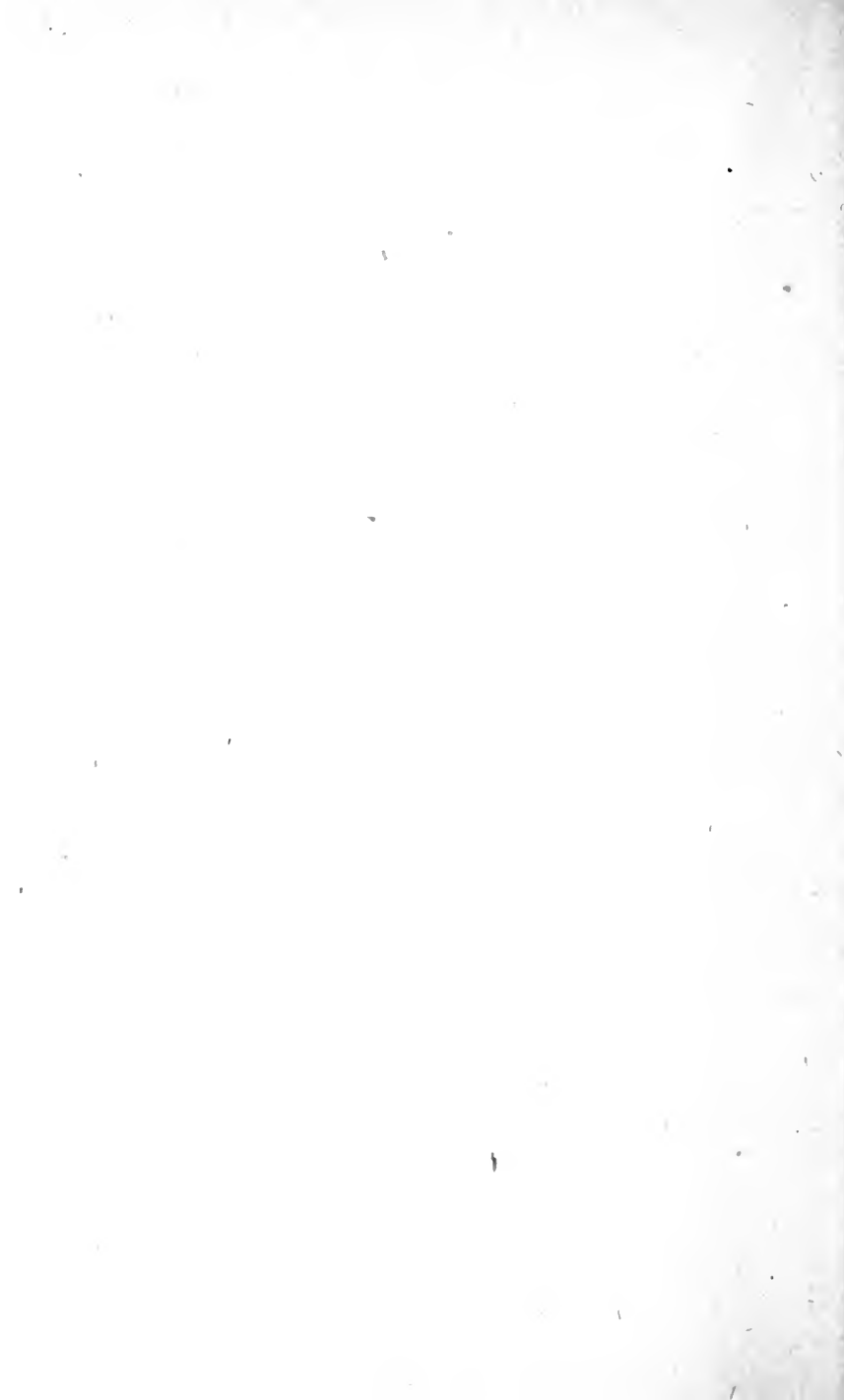
42. "Inspectors of ordnance and powder do not submit annual and special estimates." Why not? How frequently must they submit estimates?

43. What is done in the Ordnance Office upon receipt of the various estimates? Answer in detail.

44. Why are allotments for contingencies made? When are they made? To whom are they made? What are some of the limitations governing their use?

3. SOME BASIC PRACTICES IN PROPERTY CONTROL.

The details of paperwork connected with property accountability are of course meaningless to the person conducting them unless he sees the documents fitting into a controlling system. In the preceding chapters, we have seen the persons who are to control property and have seen them in an organization. We have also seen the emerging of certain paper forms in our discussion of quartermaster and ordnance supplies and their flow. These forms were not at that



time considered from the point of view of property accountability and responsibility. A discussion of such matters as transfers, inspections, surveys, expendible articles, and memorandum receipts will assist in fitting these and other forms into the framework of property accountability and responsibility.

QUESTIONS

1. What is meant by expendible articles? Are such articles regarded as expendible at the time of issue or after they have actually been consumed?

2. Suppose that you are an accountable officer. What use would you make of a certificate of expenditure which you have obtained? How could you obtain a certificate of expenditure?

3. What are some of the articles which are listed as expendible articles in the quartermaster service? in the ordnance service?

4. What form is used in the quartermaster service as a certificate of expenditure? What form in the ordnance service?

5. Define a transfer of property. What is the difference between a partial transfer and a complete transfer? What interest has an accounting officer in a record of a transfer operation?

6. Are the following to be considered as cases of transfer of property: (a) goods moving between arsenals and ordnance depots; (b) between depots and troops in both directions; (c) between depots; (d) between posts; (e) between organizations actually engaged in field operations?

7. Is it a transfer of property when unserviceable material is turned in by troops? Is it a transfer of property when goods are issued to troops? When goods are lost in a retreat?

8. What are memorandum receipts? Are they used for expendibles?

9. In terms of accountability and responsibility, what is a memorandum receipt designed to accomplish?

10. What is a certificate of supplies transferred? What is its relation to the memorandum receipt?

11. The causes of damage, loss, or destruction of property are classified for purposes of accountability and responsibility as follows: (a) unavoidable causes; (b) avoidable causes. Make as long a list as you can of causes which could properly be entered under each of these classes.

12. What are the various classes of unserviceable property? How is unserviceable property disposed of? Mention as many forms as you can which are used in the disposition of unserviceable

property. How should one differentiate between surveys and inspections?

13. Make a list of the occasions on which a survey of property would be called for.

14. You are responsible for certain property and you wish a survey made. Outline in general terms the procedure which you should follow.

15. What powers does a surveying officer have? May he condemn property? May he locate responsibility for loss? Does he have final jurisdiction in the matter?

16. What forms are used in connection with surveys?

17. Make a list of the circumstances under which property will be inspected. When property is inspected, in what typical ways is the property disposed of?

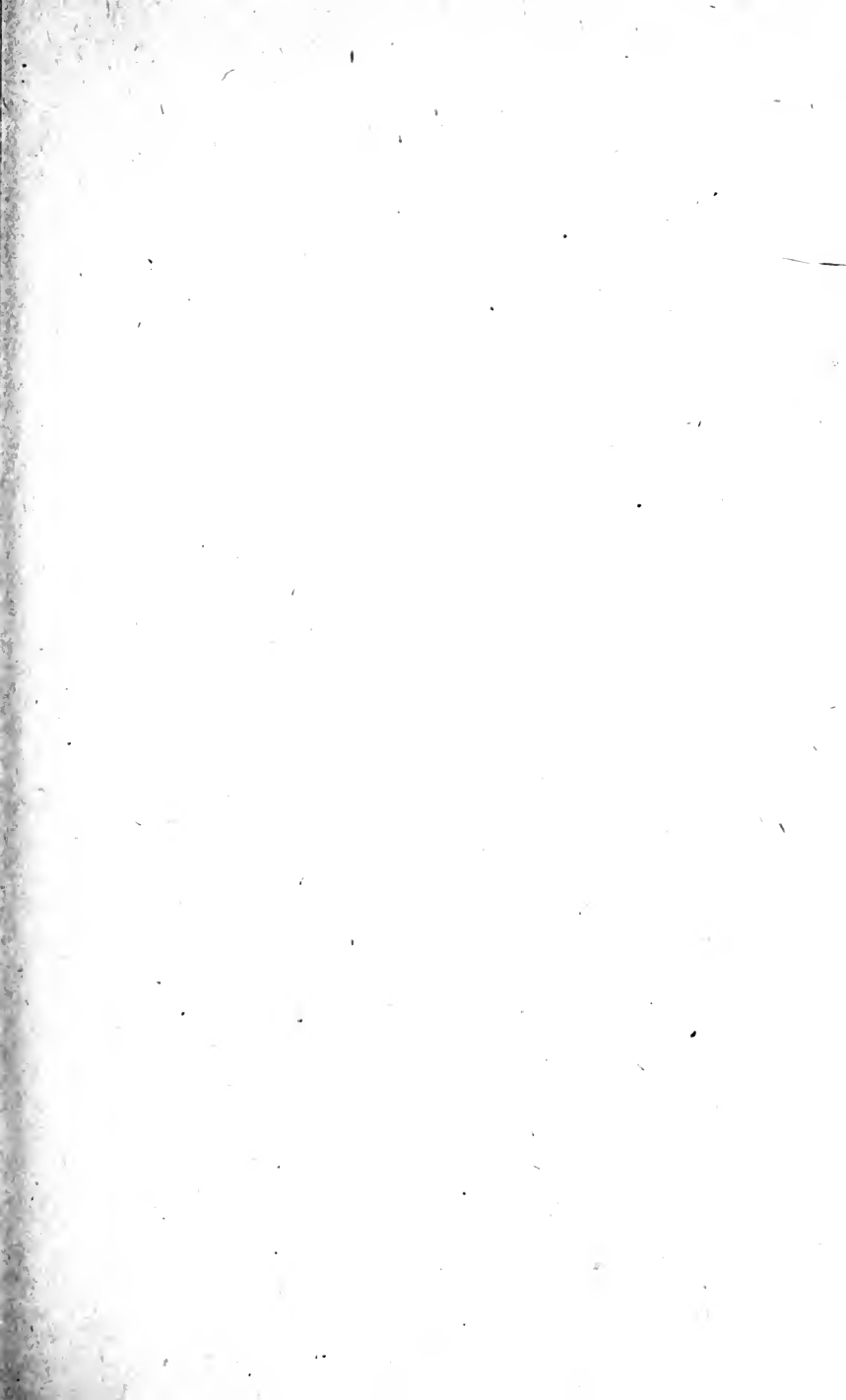
18. Who appoints an inspection officer? Is he a line or a staff man?

19. Assume that you are quartermaster at Fort Assiniboine, Montana, and that Wagonmaster Sam Jones lost one saddle for which you are accountable. (a) Since Jones denies responsibility for the loss, state how you would proceed in order to fix the responsibility. (b) Assume that responsibility has been fixed by competent authority on Jones, state how you will collect the value of the saddle.

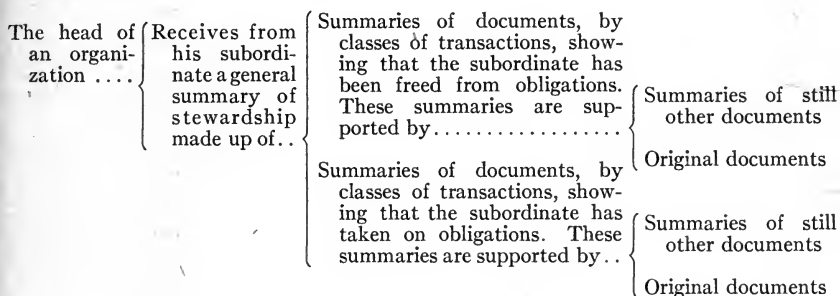
4. WHAT ARMY PAPERWORK IS.

Army paperwork is, of course, nothing more than an impersonal system of control. Documentation (papers) is necessary only because the operations are on such a large scale that no individual can carry in mind any considerable proportion of the facts concerned. The records, then, are not ends in themselves, but means to ends. In the main, the ends sought are two: (a) accurate detailed knowledge concerning the location of materials in order that pre-planning of operations involving the use of these materials may be carried out; (b) accurate, detailed records in which responsible and accountable officers may render reports of their stewardship.

These reports of stewardship might be made in either of two ways: (a) The responsible head of an organization might keep duplicates of all records of transactions. If the control were exercised in this way, these records would certainly need to be summarized in any considerable organization. (b) The responsible head may demand from time to time that his subordinates turn in classified, summarized reports. If he utilizes this method of control, he will of course wish the summarizations to be documented—that is, to be supported by other papers.



A simplified representation of this latter form of control with particular reference to reporting on property is shown in the following diagram:



QUESTIONS

1. Assume that you are an officer who is accountable or responsible for property. Make as long a list as you can of documents (forms) arising from property transactions which would give to your superior proof that you should no longer be held accountable or responsible for certain items of property.

2. Under the same assumption give a list of documents (forms) arising from property transactions which would show your superior that things have happened which necessitate your reporting to him that property has come within the scope of your responsibility or accountability.

3. If you have ceased to be responsible or accountable for property, does this mean that someone else has become responsible or accountable? If it does, give as long a list as you can of documents (forms) which show that the other party has become responsible or accountable. Would you wish your superior to receive copies of these documents showing the liability of the other party?

4. Assume that you are an officer accountable for funds. Making the appropriate modifications, answer the issues raised in Questions 1, 2, 3.

5. As a matter of common sense, when would it be necessary to present to your superior an abstract of documents concerning a certain type of transactions rather than the original documents? Might your superior demand that the abstract be supported, or vouched for, by the original documents?

6. State in general terms what light the foregoing questions throw upon the number of copies of forms required.

B. Paperwork of the Quartermaster Corps.

1. *Apportionments and Allotments.*
2. *Money Accountability.*
3. *Property Accountability.*

As a result of appropriation acts passed by Congress, the Quartermaster General is authorized to spend certain amounts of money for prescribed purposes. Through the media of apportionments and allotments he delegates this authority to his subordinates. In order that they may be controlled in the exercise of this authority, a system of records, forms, and reports is necessary. Under the authority granted by apportionments and allotments, money is received by various members of the Quartermaster Corps, and, with this money, property is purchased. Properly to control this expenditure of money and properly to control the use and disposal of the property received as a result of this expenditure, a second and a third system of records, forms, and reports are necessary. Consequently the discussion of the "Paperwork of the Quartermaster Corps" may be divided under the subheads given above. We shall for convenience and simplicity discuss these separately. But they are of necessity closely interrelated and are but parts of the main problem—the proper accounting for government money's during the process of their transformation into services and supplies for the use of the army.

I. APPORTIONMENTS AND ALLOTMENTS.

a) *Division of Authorization.*

b) *Utilization of Authorization.*

- i. Money (leading to the subject of Money Accountability).
- ii. Requisitions (leading to the subject of Property Accountability).

READINGS

Q.M.C.M., §§ 389-414, general background of financial operations; §§ 539-601, 2225, 2228, 2250-61, papers involved.

U.S. War Department: *Circular No. 10, 1915.* An itemization of an army appropriation act.

U.S. Quartermaster Corps: *Forms No. 34, Estimate of Funds* (reproduced in Q.M.C.M., App. 24-29); 72, *Advice of Apportionment or Allotment* (App. 24-31); 73, *Advice of Increase of Apportionment or Allotment*; 74, *Apportionment or Allotment Account* (App. 24-32 to 34); 75, *List of Invoices*; 160, *Requisition* (App. 24-36 to 39); 168, *Monthly Requisition for Subsistence Stores and Funds* (App. 24-40).

U.S. Quartermaster General's Office: *Form No. 693, Letter of Notification of Funds Deposited (Q.M.C.M., App. 24-28)*.

U.S. Treasurer's Office: *Form No. 5254-A, War Warrant, Certificate of Deposit (Q.M.C.M., App. 24-27)*.

QUESTIONS

a) *Division of Authorization.*

1. Name some of the headings under which appropriations for the Quartermaster Corps are made. What record if any is kept of appropriations? By whom?

2. In what way are those to whom apportionments are made notified? What form is used for this purpose? Give the names of some typical apportionments. Show how the quartermaster classification of supplies and services is involved in apportionments.

3. What record, if any, is kept of apportionments? Is there any specific form that may be used for keeping this record? Is there any choice in the matter?

4. Does the Quartermaster General use the same form in making increases in apportionments that he does in making apportionments?

5. Is an apportionment account kept for each "advice of apportionment" received?

6. What is an advice of allotment? What quartermaster form is used? Name some typical allotment accounts.

7. For what classes of supplies are no allotments made to the post? Explain why.

8. Draw a chart showing reasonable apportionments and allotments of the appropriation "Supplies, Services, and Transportation."

9. Why is it necessary for a department quartermaster to keep apportionment accounts for his department? Why is it necessary for him to keep allotment accounts with each post in his department? Why is it necessary for a post quartermaster to keep allotment accounts for his post?

10. Tell what you can about the scheme of numbering departments, posts, and depots in the Quartermaster Corps. Show how these numbers appear in a letter of apportionment or allotment. What does the number 300 mean in the light of the above? What does the number 3-1716 mean? Would such a number appear in a post allotment account?

b) *Utilization of Authorization.*

1. The "authorization" balance of an allotment at a post may be reduced in two ways: (a) the requisitioning for goods, or (b) the spending of money under an allotment. Give an example of each kind of transaction at an army post.

2. How are funds obtained by an army post? What is an "estimate of funds"? To whom is it sent? How often? Is money called for under an apportionment or an allotment on the estimate of funds? Who enters the letter of apportionment number on the estimate?

3. Trace the steps by which money is sent to an army post. Is any entry made on a post allotment account when an estimate of funds is sent out? Is any entry made when funds arrive?

4. What entry is made on a post allotment account when a requisition is sent out? What entry when the requisition is filled?

5. You are quartermaster at Post X, requesting two different classes of supplies for Post X to come from the Philadelphia Depot. How many requisitions would you make out? You are requesting three classes of supplies—two to come from Chicago and one from Philadelphia. How many requisitions would you make out?

6. When would you make an entry on your allotment account for an allotment made to you by the department quartermaster? How would you enter it on this account? How are increases of an allotment shown? How are deductions shown?

7. How is cash spent for local purchases recorded? How may the balance of cash on hand be obtained?

8. What is the difference between the "unexpended" balance of an allotment and the "unobligated" balance? How may the amount of each be obtained from the account?

9. If a savings from one allotment is transferred to another allotment, what entries are made on each account?

10. Where does a department quartermaster enter the cost of supplies and services procured for his own office?

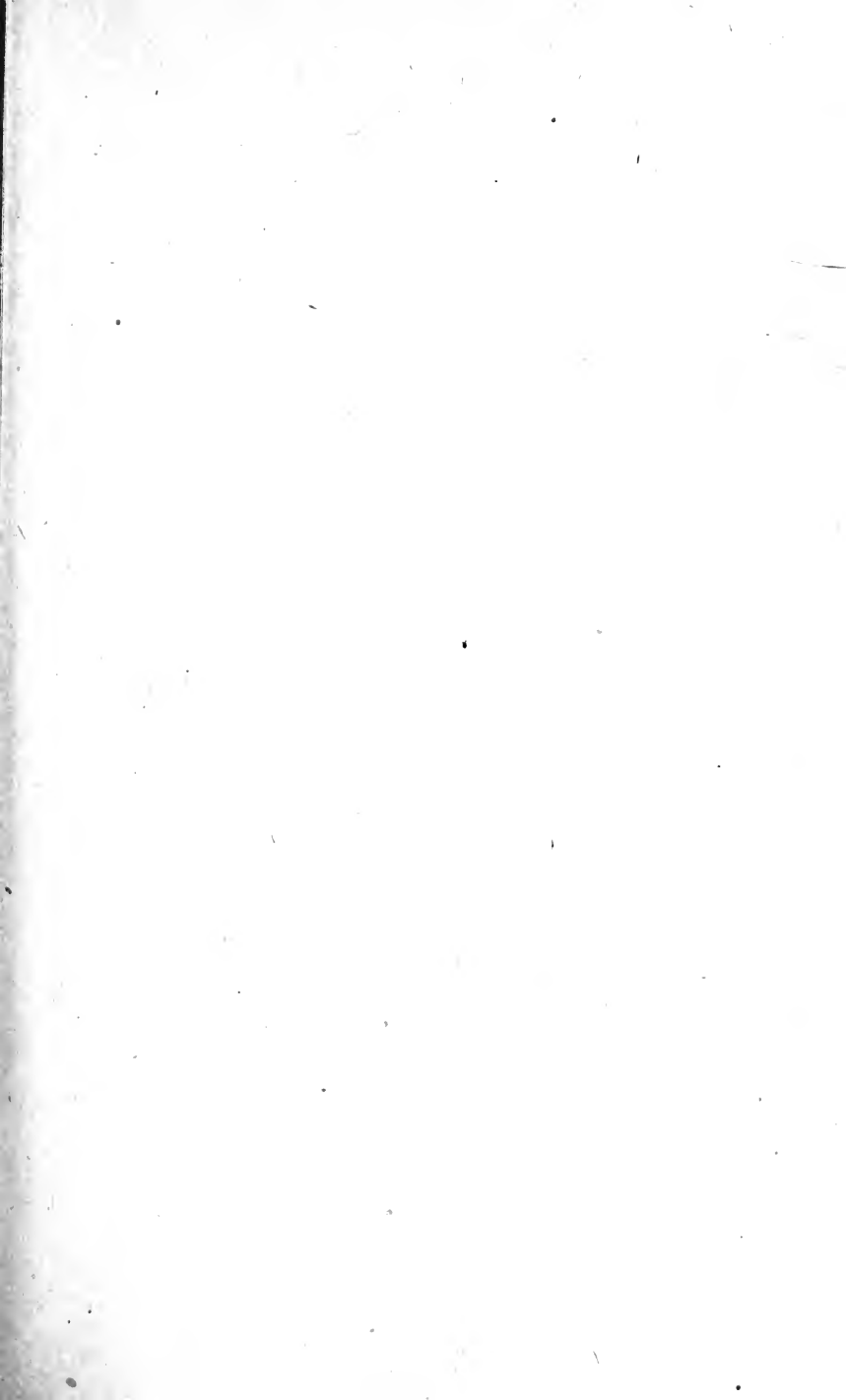
11. What record does the department quartermaster make of the requisitions which he receives from his posts?

12. When should the department quartermaster direct the post quartermaster to purchase locally the articles requested? Would it be necessary for the post quartermaster to notify the department quartermaster upon making the purchase?

13. Upon the receipt of a post requisition, what action does the depot quartermaster take if he has the material called for in stock? When does a depot replenish its stock? Where does it get the funds?

14. Does the depot quartermaster record the filling of a requisition on an allotment account? Does he record the spending of money on an allotment account? Show the transactions in a hypothetical case.

15. Does the depot quartermaster notify the Quartermaster General of an expenditure? If so, how? Under what apportionment? Does the Quartermaster General make an apportionment to



'the depot quartermaster? If so, how does he notify him? Does the Quartermaster General record the sending of money to a depot against an apportionment?

16. Suppose \$50 is sent from Washington to the Fort Wayne Post for the purchase of Class A-1 supplies. Is the \$50 charged to an apportionment at Washington? If so, to what apportionment?

17. Suppose \$50 is sent from Washington to the Philadelphia Depot for the replenishment of Class A-1 supplies. Is the \$50 charged to an apportionment at Washington? If so, to what apportionment?

18. Upon receipt of the funds at the depot, what entry is made? Under what restrictions, if any, is the money spent?

19. Give some of the considerations involved in the administration of a depot's affairs from the point of view of handling requisitions.

20. The Quartermaster General receives for "Supplies, Services, and Transportation" an appropriation for the year 1917 of \$1,000,000. He apportions on January 1 to Department 3 for Class A supplies \$100,000. The department quartermaster in turn allots to a post at Fort Wayne for Class A supplies \$20,000, and June 5 revokes \$5,000 of this allotment. (a) Show the entries made by the Quartermaster General, the department quartermaster, and the post quartermaster. (Assume L/A number) on Form 74. (b) Show the entries made on Form 72 by the Quartermaster General and the department quartermaster. (Assume L/A numbers on Form 72 to correspond to L/A number on Form 74.)

21. The post quartermaster at Fort Wayne decides that he will need for the month of July for Class A supplies under appropriation S.S. & T. a bank credit of \$500, and for Class B supplies under appropriation S.S. & T. \$300. On June 8 he sends a request to the Quartermaster General for \$800, and the money is sent to him. (a) Show the entries on Form 34. (Assume L/A numbers.) (b) Show the entries on Form 74 by the post, the department quartermaster, and the Quartermaster General. (c) Show the entries on Form 693 and on the war warrant.

22. The post quartermaster at Fort Wayne wants 20 gallons of paint, Class A supplies, under the appropriation S.S. & T. He requisitions on the Philadelphia Depot for 20 gallons of paint, price \$40. The requisition passes to the department quartermaster, is there O.K.'d, and by him is forwarded to the Philadelphia Depot. The depot fills the requisition and sends the goods to the post at Fort Wayne. (a) Show the entries on Form 160. (b) Trace the disposition of the four copies of Form 160. (c) Show the entries on Form 74 at the post, the department headquarters, and the depot. (d) Show the entries on Form 201 at the depot when the goods are

sent to the post. (e) Show the entries on Form 75 when the list of invoices is sent to the Quartermaster General. (f) Show the final adjusting entry on Form 74 at the Quartermaster General's office.

23. The post quartermaster on July 5 spends \$30 for paint, Class A supplies, S.S. & T. On July 7 he spends \$10 more for paint. Show the entries on Form 74.

2. MONEY ACCOUNTABILITY.

a) *General Provisions.*

b) *The Cash Book, the Cash Blotter, and the Cash Sales Book.*

c) *The Account Current and Supporting Vouchers.*

READINGS

A.R., §§ 582-656. General regulations governing money accountability.
Q.M.C.M., §§ 1914-45, 1981-2006, general principles; §§ 1945-80, papers involved.

Moss, Maj. J. S.: *Army Paperwork*, chap. vii. A statement of the problem, illustrated with forms.

Lawton, McArthur, and Dempsey: *Field Quartermaster's Handbook*, pp. 10-59. A problem in handling forms.

U.S. War Department: *Forms No. 320, Account Current (Q.M.C.M. App. 24-1); 321, Abstract of Funds Received by Transfer from Officers; 323, Abstract of Funds Received from Sales of Services; 324, Abstract of Funds Received from Sources other than Sales of Property or Services (App. 24-3); 325, Account of Sales of Public Property at Public Auction or on Sealed Proposals (App. 24-6); 326, Invoice of Funds Transferred; 328, Abstract of Transfer of Funds; 329a, Abstract of Disbursements (App. 24-7).*

U.S. Quartermaster Corps: *Forms No. 9, Abstract of Subsistence Stores Sold (App. 24-4); 80, Cash Book; 216, Abstract of Funds Received from authorized Sales of Public Property (App. 24-5).*

U.S. Quartermaster General's Office: *Form No. 693, Letter of Notification of Funds Deposited (App. 24-28).*

U.S. Treasurer's Office: *Forms No. 5254-A, War Warrant-Certificate of Deposit (App. 24-27); 2-2702, Certificate of Deposit—National Banks (App. 24-30).*

QUESTIONS

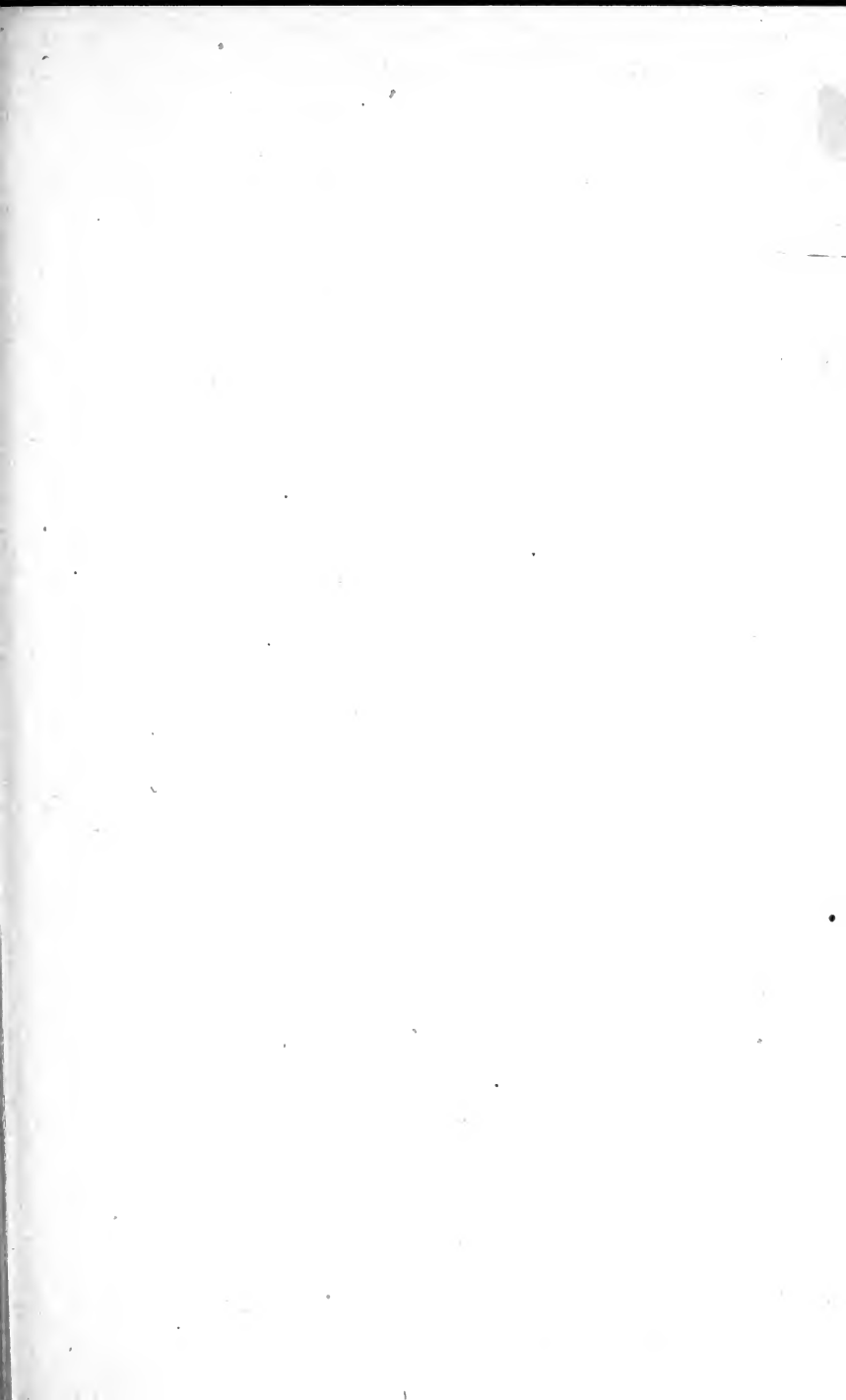
a) *General Provisions.*

1. Give some of the more important provisions of the Army Regulations in regard to the expenditure of moneys by disbursing officers.

2. What must a disbursing officer do with public moneys coming into his hands? Are there any exceptions to this general rule?

3. Give some of the more important provisions of the Army Regulations in regard to bonds of disbursing officers.

4. When may a disbursing officer draw checks in favor of himself?



5. Give some of the general provisions governing the making out of checks.

6. At the close of each fiscal year what is done with all amounts remaining to the credit of disbursing officer represented by checks or drafts drawn upon treasurer, etc., three or more years prior thereto?

7. By whom are official check books issued? What does the disbursing officer do with spoiled or canceled official checks?

8. As a disbursing officer you are uncertain whether you have a right to make a certain specific payment. In order to protect yourself, what should you do?

9. If a creditor dies, what procedure should a disbursing officer follow in making payment to his heirs?

10. What does a disbursing officer do with moneys that he receives from sales, etc., received during the month? How does this money get back to the original appropriation or allotment?

11. Is there a disbursing officer at a post? at a quartermaster depot? Why?

12. Name some other disbursing officers connected with the Quartermaster Corps. Will there be many disbursing officers with the troops in France?

13. Assume that you have just been appointed a disbursing officer and have immediate need for blank checks, in order to pay accounts now due. You have no blank checks on hand, but Capt. John White, whom you relieve from duty as disbursing officer, has several blank checks yet on hand and agrees to transfer them to you. (a) Can you use Capt. John White's checks? (b) Is there any formality required in this transfer of checks other than your giving a receipt to Capt. White?

14. Assume that you are a disbursing quartermaster and that on July 5, 1917, you have a balance of \$15,000 to your credit with the Treasurer of the United States pertaining to Pay of the Army, F.Y. 1917. Congress has not yet passed the appropriation act making funds for 1917 available. On this date Pvt. John Smith, who was honorably discharged from Co. C, 24th Inf., on July 4, 1917, presents you his final statements for settlement, calling for pay as a private in first enlistment period from June 1, 1917 to July 4, 1917. His final statements bear also the remarks "Due soldier for clothing \$25.07" and "Due soldier \$40 detained from his pay on January 2, 1914." Can you settle this account? Why or why not?

15. Assume that you are a disbursing officer at Fort Assiniboine, Montana. On Saturday, July 30, Mr. S——, a representative of the Bell Telephone Company, which company furnishes telephonic service for the post under contract, calls on you and requests that you

settle the account for July on that date by delivering to him a check for the amount of rental for July, but dated August 2. According to your contract with the company, settlements are to be made monthly. Monday is a legal holiday in Montana. Will you do as Mr. S—— desires? Why or why not?

b) The Cash Book, the Cash Blotter, and the Cash Sales Book.

1. What is the purpose of the cash book? Draw a page of the cash book. When are entries made in the cash book? How are transactions classified in it?

2. Some record is usually made at the time and place of a transaction. When a disbursement is made, what is the first paper on which the transaction is received? How does the record get into the cash book?

3. If money is spent which has been received under appropriations of different years, how is this indicated in the cash book? In what order are appropriations entered in it?

4. Must each transaction involving cash be entered separately? How can a disbursing officer check the correctness of the cash balance as shown in his cash book from day to day? What is a cash blotter? When is it used?

5. If several cash sales have been made during the day, would these be entered separately or as a total? Where would the record of cash sales be found?

6. Where are credit sales recorded? Where are they taken on to the cash sales book? How is the cash sales book posted?

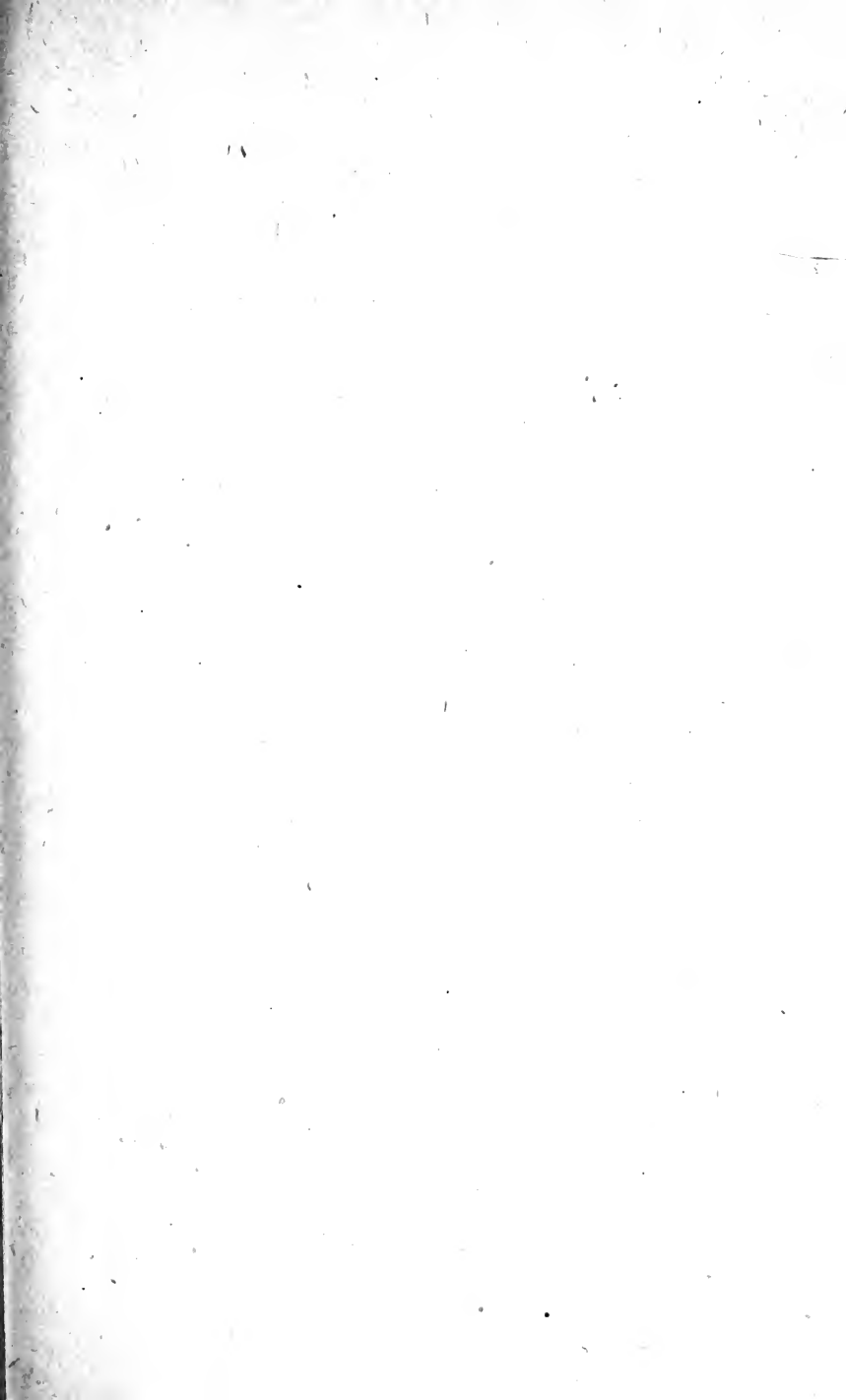
c) The Account Current and Supporting Vouchers.

1. The disbursing officer receives money, pays out money, and retains a balance on hand. On what form does he report these three classes of transactions? From what sources does the disbursing officer receive money as a debit? Toward what ends does he send out money as a credit?

2. Define the account current. How often is it rendered? By whom is it rendered? To whom is it rendered? The account current classifies money transactions by like kind and like appropriations, the former through the medium of abstracts, the latter through columnar rulings on the abstracts and cash book. What is the reason for this dual classification? What is the purpose of the account current?

3. Is the account current kept by disbursing officers connected with all branches of the Army?

4. From whence are the items taken which are entered upon the account current?



5. Name the debit vouchers to the account current. Name the more frequently used credit vouchers. How many accounts current does a disbursing officer render?

6. Define an abstract. What is its purpose? How does an abstract differ from an account? Is an abstract logically a medium or an original entry book? In point of time is an entry made in the abstract of disbursements before it is made in the cash book?

7. Do abstracts have supporting vouchers? If so, name some.

8. Are there any debit or credit items appearing on the account current which are not taken from abstracts? Name some of these and give a reason for their exclusion from abstracts.

9. Is there any agreement between the totals of the cash book entries for the month and the items appearing on the account current?

10. What is the cash form on the back of the account current? What is its purpose? What are some debit and credit transactions which appear on it?

11. May a debit to the subsidiary cash account appear as a debit to the account current? May it appear on the account current? What is the case with respect to credits?

12. Draw a chart showing the relationship of the account current, its supporting abstracts and sub-vouchers, and the cash book.

13. Is a war-warrant receipt entered on the account current at a post? At what time? Is it entered on an allotment account? At what time?

14. Is the receipt of money from a sale to an officer entered in the account current at a post? Is it entered on an allotment account?

15. Is there any agreement between the totals on the account current at a post and the totals of cash items appearing on the allotment account?

16. Record on the proper forms the entries and the information involved in the following money transactions. Follow the transactions through the cash book, the abstracts, and the account current. (Assume the following facts: You, John Doe, Capt. Quartermaster Corps, are disbursing officer; you have a cash balance from the preceding month of \$400 under appropriation S.S. & T.). (a) You receive on July 2, 1917, a war warrant, No. 7280, amount \$600, to apply on the following appropriations: S.S. & T., \$300; B. & Q., \$200; S.G. & R., \$100. (b) You receive \$50 from sale of public property pertaining to S.S. & T. appropriation and \$30 pertaining to B. & Q. Payment in check, July 10. (c) You receive \$50 from sale of 10 boxes of apples and \$4 for 6 baskets of peaches. Cash sale to enlisted men, July 12. (d) You receive \$10 from sale at auction of 5 unserviceable ponchoes, S.S. & T., and \$30 from sale of old material, S.G. & R. Payment in cash by buyer, J. Smith, July 15. (e) You pay \$50 to

the XY Co. for the purchase of 20 boxes of apples. Payment by check No. 10, July 18. (f) You transfer to disbursing officer, Capt. Roe, \$100 under S.G. & R.

17. What is a purchase-money voucher? Does it support one item or more than one item on the abstract of disbursements?

3. PROPERTY ACCOUNTABILITY.

a) *Property Returns—Accounts and Supporting Vouchers.*

b) *Property Records of Units and Organizations.*

i. The Depot in the Service of the Interior.

ii. The Post.

iii. The Regiment.

iv. The Company.

v. Units in the Theater of Operations.

READINGS

A.R., §§ 657-726. Rules for property accountability in the Army.

Q.M.C.M., §§ 601, 2007-2176, property records in the service of the interior; §§ 3877-3921, 3929-34, property records in the theater of operations. (See also *Changes No. 1, April 30, 1917.*)

Moss, Maj. J. A.: *Army Paperwork*, §§ 222, 223, 226. Depot and post records.

U.S. War Department: *Army Regulations, Changes No. 56, 1917*, entire. The new regulations governing unit accountability.

—: *General Orders No. 58, 1917*. A list of new forms.

U.S. Adjutant General's Department: *Forms No. 196, Report of Survey; 448, Memorandum Receipt; 559, Property Return; 600 Combination Blank—Invoice or Receipt; 601, Property Expended Certificate; 602, Statement of Charges against Enlisted Men; 603, Due Certificate; 604, Requisition Receipt Expended Articles for Maintenance of Equipment "C."*

U.S. Quartermaster Corps: *Forms No. 200, Property Account (Q.M.C.M., App. 24-46); 203, Monthly List of Quartermaster Supplies Expended (App. 24-45); 204, Requisition for Issue of Stationery (App. 24-44); 205, Articles Lost or Destroyed; 208, Statement of Charges (App. 24-47); 210, List of Articles Taken Up; 214, Statement of Purchases; 217a, Purchases of Supplies (App. 24-42); 219, Return of Subsistence Stores (App. 24-53); 221, Abstract of Purchases on Transfers of Subsistence Stores (App. 24-54); 225, Abstract of Beef Cattle and Forage; 229, Account of Property on Memorandum Receipts; 234, Certificate of Gains, Losses, and Discrepancies (App. 24-57); 235, Bread Cost Statement (App. 24-56); 246, Daily Record of Issues and Transfers; 247, Field Receipt for Quartermaster Supplies; 253, Field Record of Quartermaster Supplies.*

U.S. Inspector General's Department: *Form No. 1, Inventory and Inspection Report.*



QUESTIONS

a) Property Returns—Accounts, and Supporting Vouchers.

1. Name several officers who would keep a property account. Does this account show every transaction that has affected a given article or does it only show the status of a given article at the end of an accounting period?

2. Is the return of subsistence stores a current record? If not, what are the current records with reference to subsistence stores?

3. The immediate interest of a "property" officer is the issue of property. As a current record, does the property account form the basis for current issues?

4. The ultimate interest of an accountable officer is the making of a return or report at a prescribed time. Does the property account act as the basis for this return?

5. A return has a double function with reference to the officer who receives the return: (1) it indicates to him that the accountable officer has properly recorded receipts and disbursements of property, and it therefore acts as a personal check upon the accountable officer; (2) it indicates to him the amount and condition of stores held by the accountable officer, and it therefore acts as a basis for transferring property. Which of these two functions is more important in peace times? Which is more important in war times?

6. Define the property account. What information does it contain? How does it differ from the account current? What would be the nature of a debit voucher to the property account? Name some debit vouchers. What would be the nature of a credit voucher to the property account? Name some credit vouchers.

7. What is a memorandum receipt? Is property issued on a memorandum receipt expended? Is it recorded on the property account?

8. What is the function of the "account of property on memorandum receipts" form?

9. What would be the nature of a debit voucher to the return of subsistence stores? a credit voucher? Do they differ from the typical vouchers to the property account? Why or why not?

10. Debit vouchers to the property account may be classified as (1) property "from the source"—depots, etc.; (2) property from the front—articles taken up, etc.; and (3) property from the side—purchase and transfer. Name the forms involved in these transactions.

11. Credit vouchers to the property account may be classified as: (1) material destroyed and disappeared; (2) material expended; (3) material transferred; (4) material sold. Name some forms

involved in these transactions. Would you expect many of these vouchers forms to be abstracts? Why or why not?

12. What is the principal information contained on the requisition? the invoice? Are these property vouchers?

13. Do reports of survey and inspection act as vouchers to the property accounts? How? What information does each of these forms contain?

14. Does a certificate of expenditure act as a credit voucher to the property account? What information does this form contain?

b) Property Records of Units and Organizations.

i. The Depot (in the service of the interior).

1. The subject of property accountability first arises where property appears for money expended for it—after “money accountability” ceases. What organizations and units spend money for property? Does the depot? the department? the post? the division? the regiment? the company?

2. Typically the depot is the first purchasing agent to convert money into property, that is its function. Some of the other organizations mentioned above purchase material as a “side issue,” but in most cases they receive their material from the depot. From what sources does a quartermaster depot receive requisitions for property? from what units?

3. When a depot buys stock, does it record the expenditure on an allotment? on a cash account? What quartermaster form acts as a debit property voucher to this transaction?

4. How does the warehousing quartermaster control his stock so as to keep it within a minimum and maximum limit?

5. Trace a requisition through a quartermaster depot. What form is the common quartermaster requisition?

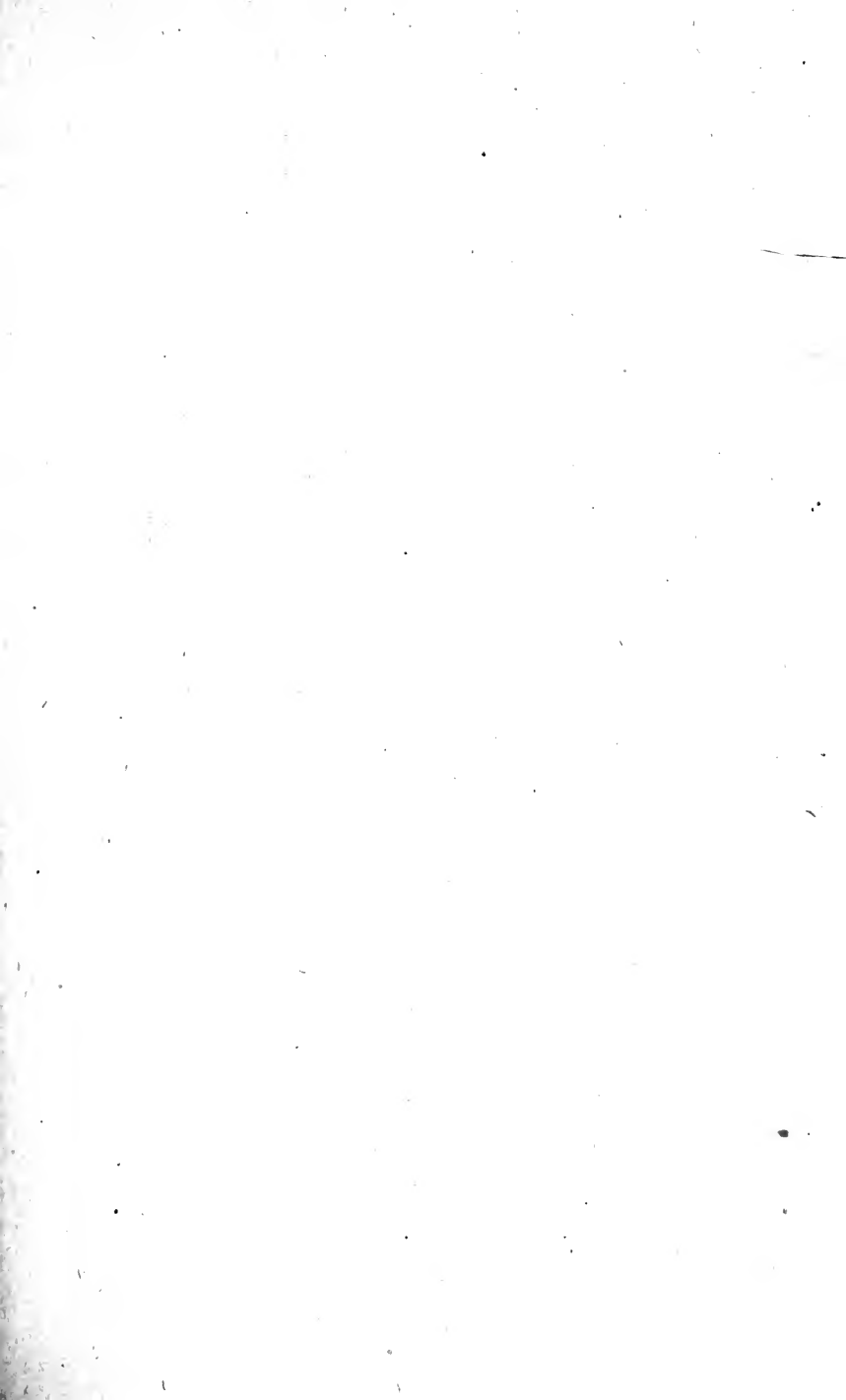
6. Who makes up the invoice for goods to be shipped from the quartermaster depot? Where does he get the information?

7. How does the information as to what goods are to be shipped and where they are to be shipped get out to the packing floor? What paper is sent with the goods? What paper is returned to the office?

8. Who drops property from the depot property accounts? How does he get the information concerning what goods are shipped in fulfilment of requisitions?

9. How many copies of a shipping invoice are made out by the depot quartermaster? Show how these copies are disposed of.

10. What property account is kept by the depot quartermaster? What essential information does it contain? Name some of the common debit and credit vouchers to the depot property account.



11. Does the quartermaster depot render a return? If so, what is its nature?

ii. *The Post.*

1. How often does a post quartermaster fill out a requisition? To whom does he send it? Who finally fills a post requisition? What paper form arrives with the property at the post from the depot?

2. Do the requisition and the invoice provide space for money items? Why? For apportionment items? Why?

3. When a post requisition is filled, is an entry made on Form No. 74, Quartermaster Corps, at the post? May money be spent under the same allotment?

4. Does a post receive a money allowance for quartermaster material? Is an allotment a money allowance?

5. What forms make up the post quartermaster's property return? What information do the inside sheets contain? What information do the covers of the return contain? How often is the return rendered? To whom? How many copies of this return are made? How are they disposed of?

6. At the close of the accounting period how are the property accounts converted into a return? What would be some of the common debit and credit vouchers to this return?

7. Name some transactions at the post which would require both money vouchers and property vouchers. Name some transactions which would require only property vouchers.

8. Is a cash sales slip an original entry form? Is a memorandum voucher covering purchases an original entry form?

9. Does the property account require abstracts as vouchers? Does the return of subsistence stores?

10. How does the requisition for clothing differ from the regular requisition Form 160, Quartermaster Corps? What is the reason? Which of these requisitions is typical of the requisition made by organizations on the post? Why?

11. What is Class C equipment? Class A? Class B? Does a post hold and issue Class C equipment? What is garrison equipment? How is it issued to an organization at a post?

12. You have purchased 500 lbs. of potatoes at $3\frac{1}{2}$ cents per lb. and 100 lbs. of onions at $4\frac{1}{4}$ cents per lb. The stores were procured from Mr. B——. May 29, 1916, but were not paid for until June 5, 1917. In what month should these stores be taken up on the abstract of purchases and what notation is necessary?

13. The ration return of Co. B, 15th Inf., for July, 1917, calls for 4,000 rations. Assuming that the garrison ration is being issued

in kind, compute the amount of the various components to which the company is entitled. The percentage of the different components are assumed to be the same as those now used for computing the garrison ration.

14. Capt. A——, 53d Cav., has two private mounts. Compute the forage (hay and oats) to which he is entitled during the month of June, 1917. As animals seldom eat the full allowance of forage, Capt. A—— procures a polo pony in addition to the two horses he already owns. He desires to feed this animal from supplies not consumed by the other two. Is this permissible?

iii. *The Regiment.*

1. In the service of the interior on whom does the regimental supply officer requisition for property? Who signs the requisition? On what form? What would be the procedure if it were a regimental ordnance officer whose activities were being considered?

2. To whom does a unit supply officer issue property? On what form? In what three ways may a unit supply officer replenish his stock? When may a unit supply officer drop property from his return? Suppose it were a regimental ordnance officer?

3. What are the Adjutant General's Office forms which became effective June 30, 1917, dealing with Class C supplies and unit accountability?

4. How are regiments and smaller units limited as to the amount of equipment they may requisition? What are unit equipment manuals? supply and allowance tables?

5. May a unit replace whatever equipment becomes unserviceable? Is there any difference in peace and in war times?

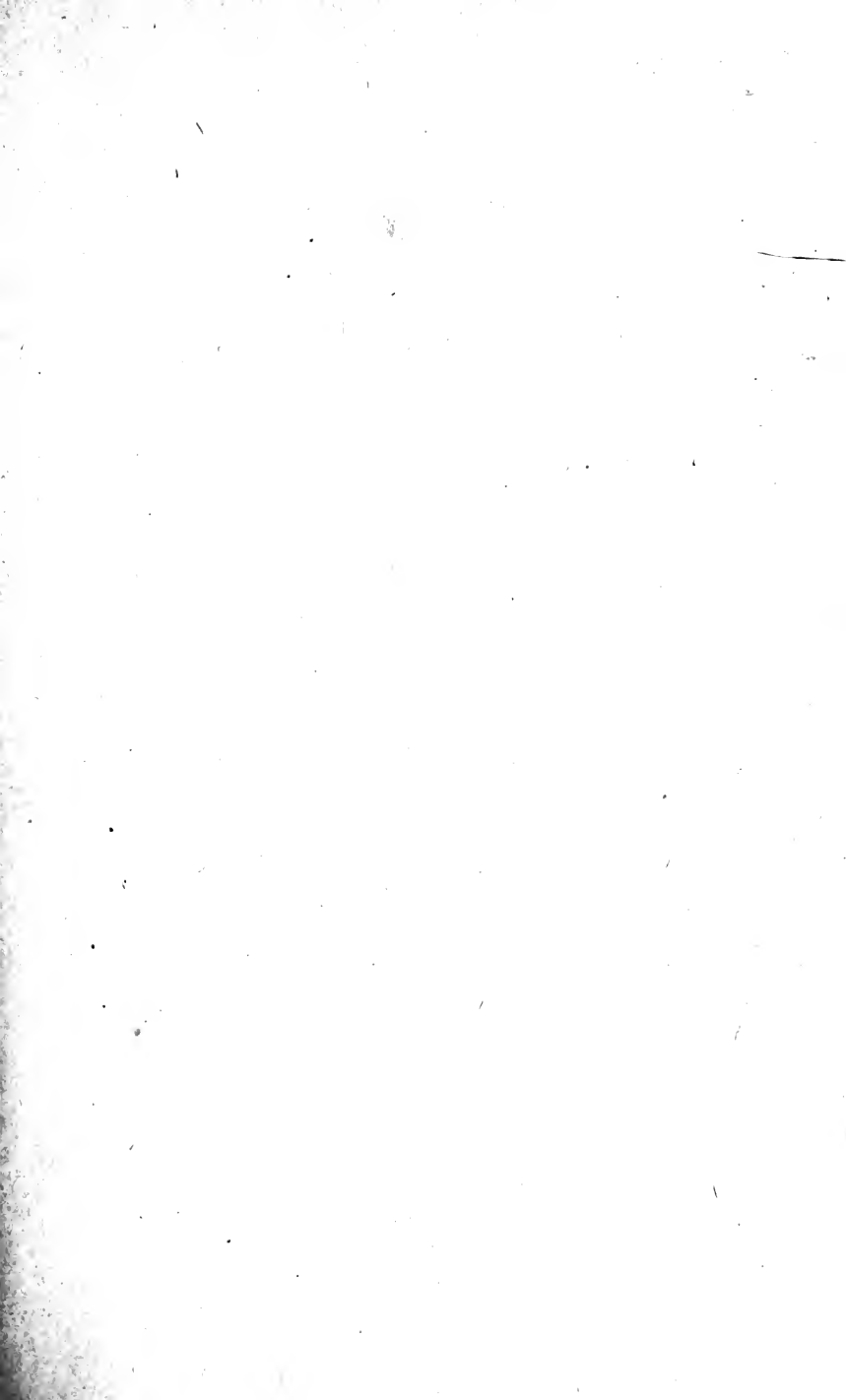
6. What is a due certificate? a credit slip? To whom are they issued? What purpose do they serve?

7. What Adjutant General's Office form is the report of survey? Who signs it? What Adjutant General's Office form is the certificate of expenditure? Who signs it?

8. What forms are used by the regimental supply officer in making his return for equipment C? Does he make any other property return? How many copies of the return for equipment C does he make? How does he dispose of them?

9. Compare Form 599, Adjutant General's Office, and Form 200, Quartermaster Corps. Compare Form 599 and Ordnance Form 18. How are they alike? how different? What are some of the debit and credit vouchers to this property return?

10. How is garrison equipment accounted for? Who accounts for it?





11. Does the regimental supply officer make much use, if any, of memorandum receipts?

12. If property is transferred from one regiment to another, what is the paper procedure?

13. If a regiment moves from one post to another post, what exchange of paper, if any, will occur?

14. Comment on the fact that the regimental supply officer's return is audited before it leaves the regiment. Why is this done?

iv. *The Company.*

1. Who has charge of company property? Who signs company requisitions on the regiment? Who issues company property to the privates? How is property issued from the regiment to the company? from the company to the men?

2. Outline the steps in the procedure of issuing one uniform to Pvt. Morton; of issuing two pairs of russet leather shoes to each man in a company of 100.

3. What is the difference between the ration return and the return of subsistence stores? Who makes out the ration return for the company?

4. What is the company fund? What is the test of the legality of an intended disbursement?

5. What record has the company sergeant of property in the hands of enlisted men?

6. Does a company commander render a property return? Does a company commander make a report of the condition and amount of property on hand? If so, to whom?

7. What is a company return? a field return?

8. Is there anything in the company records to prevent privates from "trading" equipment upon their own initiative?

9. If property is transferred from one company to another, what is the paper procedure?

10. If an enlisted man is transferred to another company with his equipment, how is the event recorded with reference to equipment?

11. If a company moves from one post to another, what exchange of paper, if any, would occur?

12. Do the records show any officer accountable for a uniform which has been issued to a private? for a ration? Is there any difference?

13. Capt. A——, Comdg. Co. L, 1st Inf., desires 100 bars of mosquito netting for his organization. What would you as quartermaster require of him before or at the time of issue?

v. Units in the Theater of Operation.

1. What record is kept of levies of supplies in the theater of operations?

2. What record is kept by officers of trains, covering the property transported?

3. "In campaign formal accountability for certain quartermaster supplies terminates with their transfer to the division or other unit." Is any record of such materials kept? If so, what and why?

4. What funds do field commanders have need of? What kind of record is kept of such funds?

5. If a field officer not having accountability has in an emergency to buy food for his regiment, how can he provide for payment?

6. Will supplies consumed daily, as subsistence stores, be requisitioned for in the zone of the advance? If not, how will they move forward? Will new equipment be requisitioned for? By whom typically? On whom?

7. Equipment of two kinds will move forward to the troops: (1) that in answer to requisitions from the front; (2) that moved forward for strategical reasons. Will the latter class move in response to requisitions?

8. By whom and at what time are the following records used: Form 246, Quartermaster Corps, daily record of issues and transfers; Form 247, Quartermaster Corps, field receipts for quartermaster supplies; Form 253, Quartermaster Corps, field record of quartermaster supplies. Why are these abbreviated forms used?

9. Would the company and the regiment in the theater of operation keep the same records as the company and the regiment, respectively, in the service of the interior?

10. What officer has authority over the accountable officers in the line of communication and the property officers in the zone of the advance. Do requisitions flow through him? If not, why not?

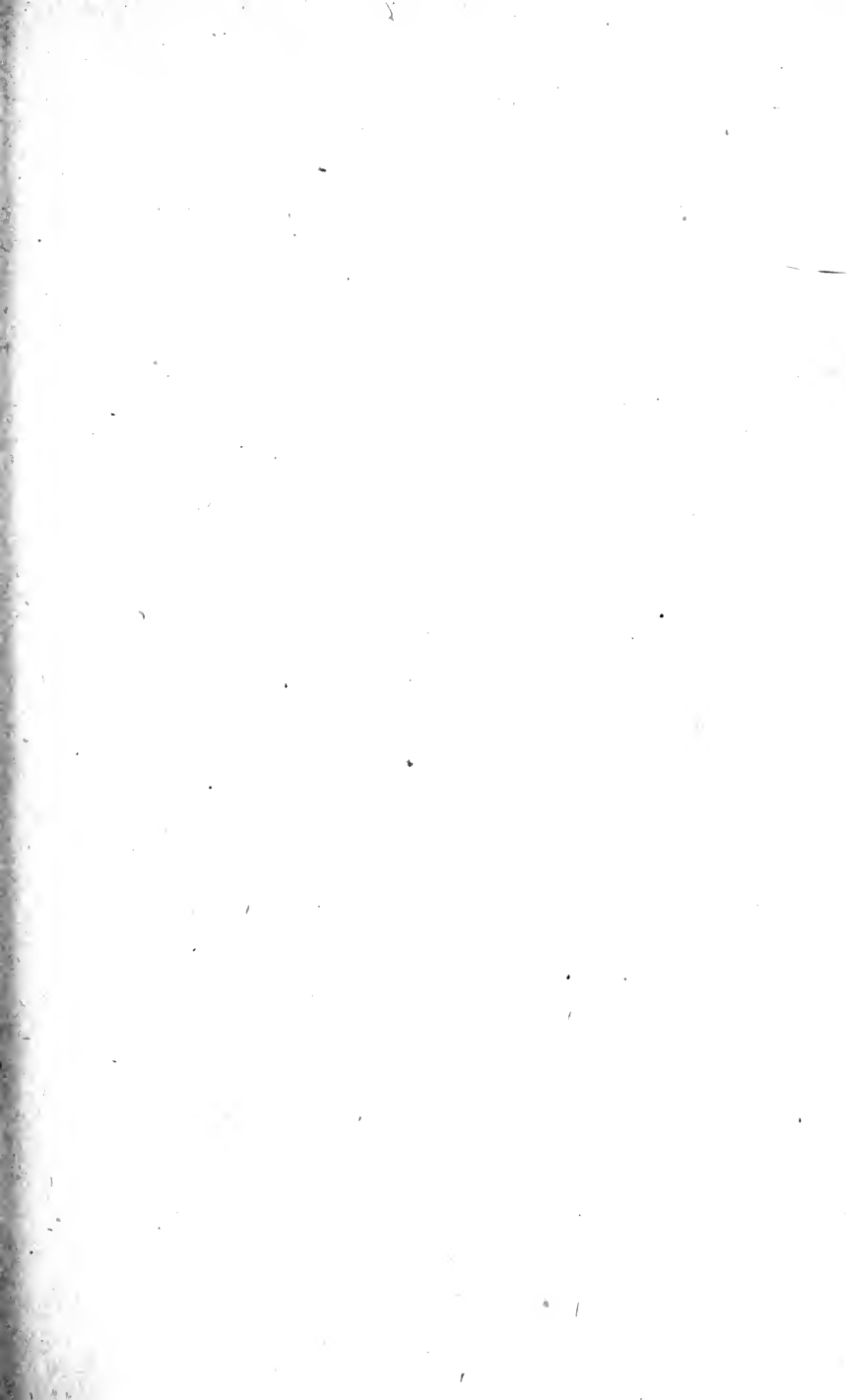
11. Does the division maintain a stock of supplies? What is the function of the divisional quartermaster? What is his relation to the divisional depot?

12. What records would pass through the hands of the divisional quartermaster? Would he maintain records of his own?

13. From what source will the advance depot receive requisitions? What is the nature of incoming papers of the advance depot? of outgoing papers? Will an advance depot in France do much purchasing? Will it receive allotments?

14. Will the advance depots do much transferring of stock? In response to what paper communications?

15. To whom will the advance depots send their requisitions for replenishment? What form will they use?



16. What will be the nature of incoming and outgoing papers of intermediate and base depots? What will be the nature of the records of these depots?

17. By what means will the base depot replenish its stock? What papers will be involved?

18. Record on the proper forms the entries and information involved in the following property transactions. Follow the transaction through the original voucher to the property return. (Assume that you are John Roe, Capt. Quartermaster Corps, accountable officer at Post Fort Wayne.) (a) You purchase 5 gallons of paint for \$10. (b) Five ponchos are found and turned in to you. (c) Ten ponchos, \$90, are sent you from the Philadelphia Depot in fulfillment of a requisition previously sent out by you. (d) You invoice twenty ponchos to another post. (e) You learn that three ponchos are lost in the service. You drop them from your returns, on proper authority. (f) You sell one poncho to Capt. J. Smith. (g) You sell four ponchos at auction sale. (h) An inspection is made of some quartermaster property. Fifteen ponchos are condemned and burned.

19. Trace through the following property transactions from the original voucher to the return of subsistence stores, Form 219. (a) You purchase 2,000 pounds of potatoes from John Jones & Co. (b) In the production of x pounds of bread the following material was expended: 1,000 lbs. of flour, 3 lbs. of yeast, 10 lbs. of salt, 4 lbs. of lard. (c) According to your monthly inventory just completed, you have property in excess of the amount appearing in your records as follows: 10 lbs. of rice; 5 lbs. of tea; 5 gallons of vinegar. (d) You issue 10 lbs. of matches to Troop M, 5th Cav.

C. Paperwork of the Ordnance Department.

1. *Apportionments and Allotments.*
2. *Money Accountability.*
3. *Property Accountability.*

As a result of appropriation acts passed by Congress, the Chief of Ordnance is authorized to spend certain amounts of money for prescribed purposes. Through the medium of apportionments and allotments he delegates this authority to his subordinates. In order that they may be controlled in the exercise of this authority, a system of records, forms, and reports is necessary. Under the authority granted by the apportionments and allotments above referred to, money is received by various members of the Ordnance

Department, and, with this money, property is purchased. Properly to control this expenditure of money and properly to control the use and disposal of the property received as a result of this expenditure, a second and a third system of records, forms, and reports are necessary. Consequently the discussion of the "Paperwork of the Ordnance Department" may be conveniently divided under the subheads given above. We shall for convenience and simplicity discuss these separately. But it should be remembered that they are of necessity closely interrelated and are but parts of the main problem—the proper accounting for government revenue during the process of its transference into services and supplies for the use of the army.

1. APPORTIONMENTS AND ALLOTMENTS.

- a) *Division of Authorization.*
- b) *Utilization of Authorization.*

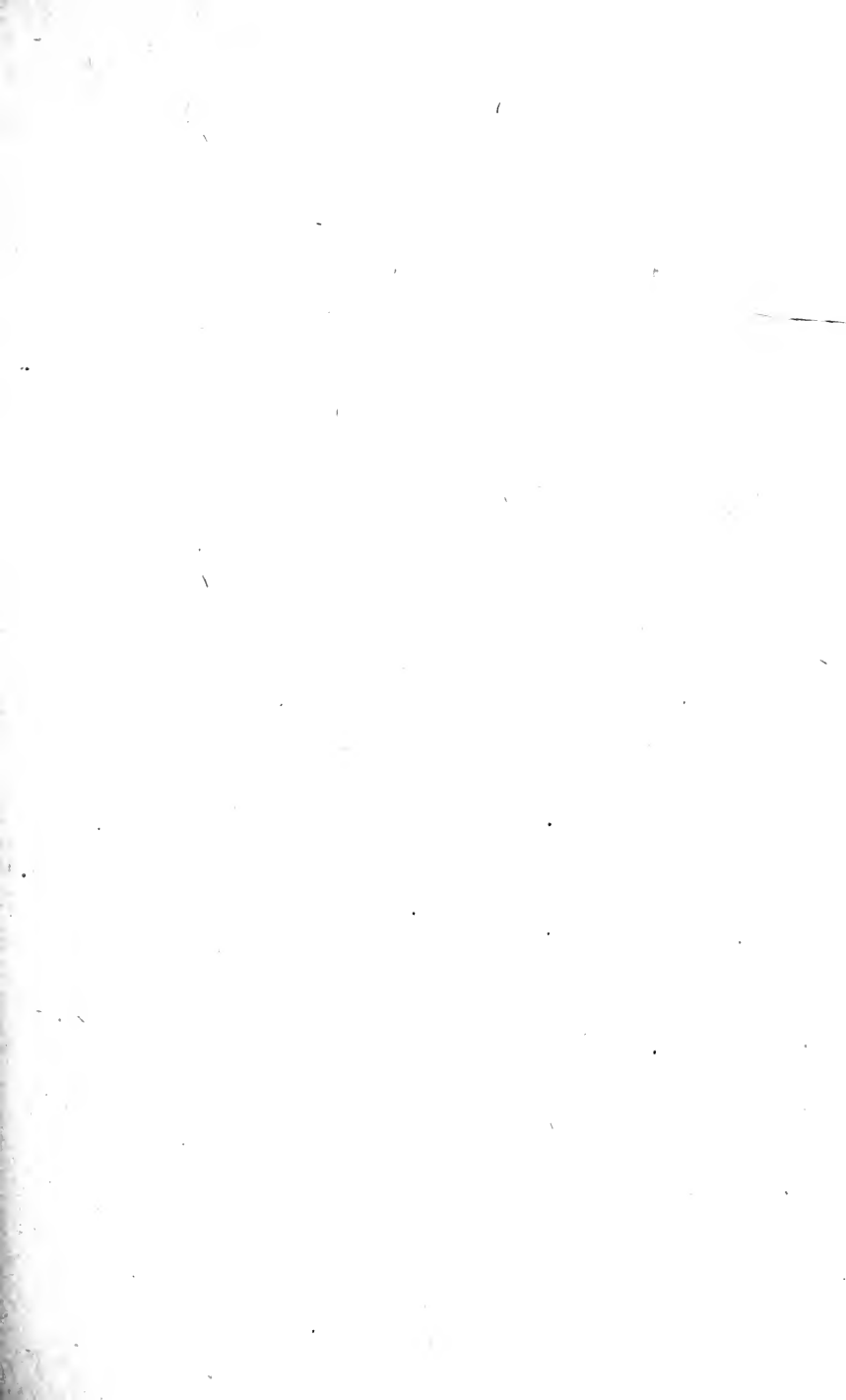
READINGS

- U.S. Congress: *Public Document No. 11, 65th Congress*, Appropriation Act Approved May 12, 1917. This act shows the divisions of authorization.
- U.S. Ordnance: *Orders No. 12, 1910*, "Financial Operations of the Ordnance Department," abbreviated *Financial Operations*; Title I, §§ 1, 2, and 4 deal with apportionments and allotments; §§ 5 and 6 with the operations under these subdivisions.
- U.S. Ordnance Department: *General Orders No. 3, 1915*, entire. This is an amendment of a part of Title I, § 6, above.
- U.S. Ordnance Department: *Forms No. 326, Allotment Account; 342, Shop Expense Fund; 344, Stock Fund; 391, Requisition for Funds.*

QUESTIONS

- a) *Division of Authorization.*

1. Name some of the headings under which appropriations for the Ordnance Department are made.
2. What records are kept of apportionments? By whom are they kept?
3. In what way are those to whom allotments are made notified? Give the names of some typical allotment accounts. What record, if any, is kept of allotments? There is a form that is used for keeping this record; is this form ever deviated from?
4. Why is it necessary for the recipient of an allotment to keep an allotment account? Is an allotment account kept for each advice of allotment received?



5. Draw a chart showing the relationship between a specific appropriation and allotments under it in the Ordnance Department.

6. Describe the important particulars contained in Ordnance Department Form No. 326, the allotment account.

b) Utilization of Authorization.

1. After receiving an allotment what can the commanding officer of an arsenal do? Discuss some of the restrictions and rules which are set down governing the proper use of allotments.

2. After an allotment has been made, how are funds obtained?

3. Describe Form 391, Ordnance Department, the estimate of funds.

4. How often is an estimate of funds submitted? Under what heading is money called for? Trace the steps by which money is sent to an arsenal. Is an entry made on an arsenal allotment account when an estimate of funds is sent to Washington? Is any entry made when funds arrive?

5. When and how would you at an arsenal make an entry on your allotment account for an allotment made by the Chief of Ordnance to an arsenal?

6. How are increases of an allotment shown? How are revocations shown?

7. The commanding officer of the Rock Island Arsenal has some excess funds in certain allotments. What will he do with these funds? May he use these funds for the purpose of another allotment under the same appropriation? under a different appropriation? If so, under what safeguards?

8. Will these three classes of expenditures, material, direct labor, and indirect expense, appear as a charge against the arsenal "income"? against allotments? Do allotments serve to classify the income of an arsenal?

9. The arsenal direct pay-roll is totaled for the month and charged against an allotment as an actual expenditure. From the direct pay-roll the indirect pay-roll is computed on a percentage basis. Is the charge on account of indirect pay-roll against an allotment for the month an actual or an estimated charge?

10. The charge on account of material against an allotment for the month is an estimated charge. How is the figure obtained? What is done if the estimate turns out too small? too large? How is this shown on the books?

11. An expenditure order is drawn up in the case of every allotment; a bill of materials is drawn up from an expenditure order. Is the bill of materials charged against an allotment account?

12. How many credit entries per month are usually made in the amount of obligation column of the allotment account?

13. How are the "balance remaining obligated" and "the balance under allotment not obligated" determined in the allotment account?

14. What is the purpose of making pencil entries in the current allotment account?

15. What is the difference between the unexpended balance of an allotment and the unobligated balance? How may the amount of each be obtained from the account?

16. What are the cash columns of the allotment account? When are entries made in them?

17. Is the "cash balance" of an allotment account shown?

18. What is the stock fund? the shop expense fund? Why does an arsenal set up these "fund" accounts? When is the shop expense fund debited? when credited? When is the stock fund debited? when credited?

19. Overhead materials when purchased are charged against the stock fund. How would this charge be properly transferred against the shop expense fund?

20. Is every purchase of materials on account of an allotment charged against the stock fund? Is a purchase ever charged directly against an allotment?

21. Suppose an arsenal or a depot bought stores for issue. Would there be a necessity for a stock fund? Would the charge be made directly against an allotment?

22. The Ordnance Department receives for the "Manufacture of Arms" an appropriation for the year 1917 of \$2,000,000. Of this amount \$1,000,000 is available for the first half of the fiscal year. The Chief of Ordnance apportions \$400,000 for the manufacture of Springfield rifles and allots to the commander at Rock Island Arsenal for the manufacture of such rifles \$100,000. What kind of a record will the Chief of Ordnance keep on which to record these apportionments? Show the entries. Show the entries made by the commanding officer at Rock Island Arsenal on Form 326 when he receives notice of his allotment.

23. The commanding officer at Rock Island Arsenal requires \$20,000 bank credit during July, 1917, in connection with the allotment the "Manufacture of Rifles" under the appropriation the "Manufacture of Arms." He requisitions previous to June 10, 1917, on the Chief of Ordnance for this \$20,000, and receives \$10,000 on July 2, 1917. What form is used? Show the entry on the allotment account.

24. The Chief of Ordnance revokes \$10,000 from the allotment "Manufacture of Rifles." Show the entry on Form 326 at the arsenal.

25. A bill of materials for \$30,000 is drawn up under the expenditure order for this allotment and charged to the allotment. Show the entries on the allotment account and on the stock fund account.

26. Indirect expense for the month of August amounts to \$5,000. Show the entries on the allotment account and the shop expense fund account.

27. Material is purchased amounting to \$3,000. Show the entry on the stock fund. Is any entry made on the allotment account?

2. MONEY ACCOUNTABILITY.

a) *General Provisions.*

b) *The Cash Book and the Cash Blotter.*

c) *The Account Current and Supporting Vouchers.*

READINGS

A.R., §§ 582-656. The basic rules for handling government money. *Financial Operations*, Title V, §§ 1-3, Title IV, §§ 1-8, Title III, §§ 1-4, general provisions regarding money accountability; Title V, §§ 4, 5, Title III, §§ 5-8, the account current.

Q.M.C.M., §§ 1958-61, the cash book of the Quartermaster Corps (the principle involved is similar to usage in the Ordnance Department); §§ 1945-81, the account current.

U.S. War Department: *Forms No. 320, Account Current; 322, Abstract of Funds Received from Authorized Sale of Public Property; 325, Account of Sales of Public Property at Public Auction; 329, Abstract of Disbursements; 330, et al. (see Q.M.C.M., Appendix 1), Public Vouchers.*

QUESTIONS

a) *General Provisions.*

1. Turn to pages 94-96 and answer the questions on the work of the disbursing officer.

2. Is there a disbursing officer at an arsenal? Are there other disbursing officers in the Ordnance Department?

b) *The Cash Book and the Cash Blotter.*

1. Turn to page 96 and answer questions 1-4 on the cash book and the cash blotter.

c) *The Account Current and Supporting Vouchers.*

1. Turn to pages 96-97 and answer questions 1-15 on the account current and supporting vouchers.

2. Record the proper forms, the entries, and the information involved in the following money transactions. Follow the transactions through the cash book, the abstracts, and the account current.

Assume the following facts: (1) You, John Doe, Capt. Ordnance Department, act as disbursing officer; (2) you have a cash balance from the preceding month of \$600 under appropriation, Ordnance Stores and Supplies.

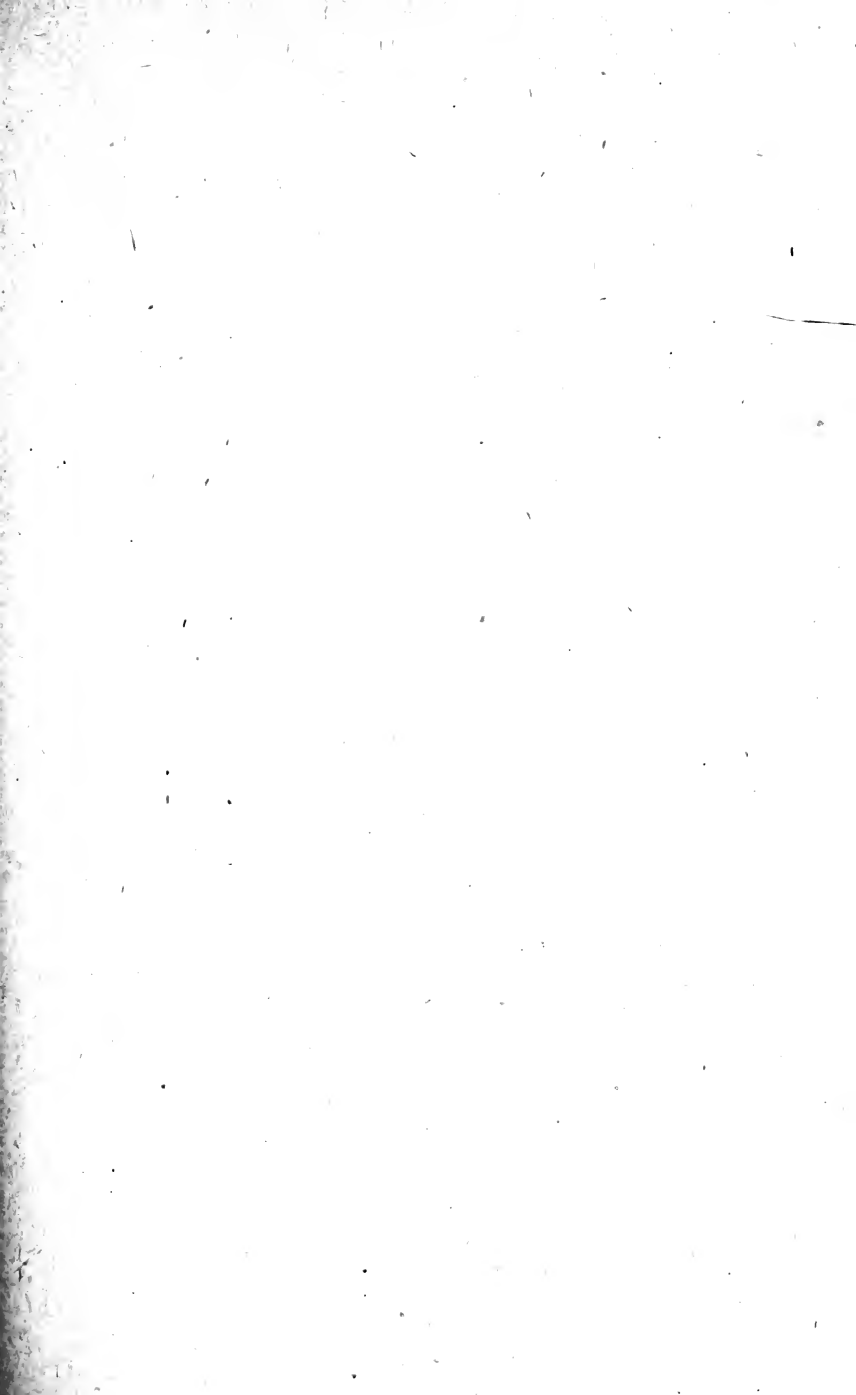
- a) You receive on July 2 a war warrant, No. 6220, amount \$1,000, to apply on the following appropriations: Ordnance Stores and Supplies, \$700, Ordnance Service, \$300.
- b) You receive \$200 from sale of public property pertaining to Ordnance Stores and Supplies. Payment in cash, July 10.
- c) You pay out \$80 on account of Ordnance Stores and Supplies to X Co. and \$30 on account of Ordnance Service to Y Co. Payment in check, July 12.
- d) You pay out \$60 on account of Ordnance Stores and Supplies to A Co. and \$20 on account of Ordnance Service to B Co. Payment in cash, July 14.
- e) You transfer to another disbursing officer \$200 under Ordnance Stores and Supplies and \$100 under Ordnance Service.

3. PROPERTY ACCOUNTABILITY.

- a) *Property Returns—Accounts, and Supporting Vouchers.*
- b) *Property Records of Units and Organizations.*
 - i. The Arsenal.
 - ii. The Post.
 - iii. The Regiment.
 - iv. The Company.
 - v. Units in the Theater of Operations.
 - vi. The Divisional Depot.

READINGS

- A.R., §§ 657-726. Fundamental regulations regarding property accountability.
- U.S. War Department: *Ordnance Property Regulations, 1917*, §§ 190-223, a discussion of the several returns; pp. 105-8, a list of forms used at arsenals; pp. 109-14, a list of forms used at posts.
- Moss, Maj. J. A.: *Army Paperwork*, §§ 222-23, 226, on post records.
- U.S. War Department: *Army Regulations, Changes No. 56, 1917*. Rules for keeping records in organizations.
- Waldron, Maj. W. H.: *Company Administration*, pp. 56-69, on paperwork of organizations.
- U.S. War Department: *General Orders No. 58, 1917*, entire. Is concerned with regimental property records.
- : *General Orders No. 56, 1917*, § 3, provisions for the handling of ordnance property in time of war.





U.S. Ordnance Department: *Notes on Ordnance Field Service*, §§ 6-7. Property accountability at an ordnance depot.

—: *Forms No. 15 (Set), Semi-annual Returns, 1st Division, Ordnance Property; 16, Register of Vouchers; 17, Card Property Return, 2d Division, Ordnance Property; 18 (Set), Semi-annual Returns; 86, Statement of Charges; 146, Transfer of Ordnance Property [now displaced]; 152, Transfer of Ordnance Property; 219, Abstract of Purchases; 274, Abstract of Transfers; 386, Requisition.*

U.S. Adjutant General's Office: *Forms No. 196, Report of Survey, 448, Memorandum Receipt; 448b, Abstract Record of Memorandum Receipt; 599 (Set), Semi-annual Returns of Property; 600, Transfer of Property; 601, Certificate of Expenditure; 602, Statement of Charges; 603, Due Certificate; 604, Requisition Receipt Expendable Articles for Maintenance of Equipment "C."*

U.S. Inspector General's Department: *Form No. 1, Inventory and Inspection Report.*

QUESTIONS

a) *Property Returns—Accounts, and Supporting Vouchers.*

1. Turn to pages 99-100 and answer the questions on property returns, accounts, and supporting vouchers, omitting Nos. 2 and 9.

b) *Property Records of Units and Organizations.*

i. *The Arsenal.*

1. The subject of property accountability first arises where property appears for money expended for it—after "money accountability" ceases. What organizations and units spend money for property? Does the arsenal? the department? the post? the division? the regiment? the company?

2. Typically the arsenal is the first purchasing agent to convert money into property; that is its function. Some of the other organizations mentioned above purchase material as a "side issue," but in most cases they receive their material from the arsenal. From what sources does an arsenal receive requisitions for property? from what units?

3. When an arsenal buys stores for manufacture, does it record the expenditure on a stock fund? on a cash account? Raw material purchased for manufacture is taken up from the incoming invoice on a balance of stores sheet. How does this differ from a property account?

4. Raw material is issued, and dropped on the balance of stores sheet from a "stores issue" slip made out with the bill of materials from the "parts in progress" sheet and from the expenditure order. Has this stores issue slip any counterpart in a credit voucher to the finished property account?

5. Finished stock is taken up on a "shop transfer" from the shops to the issuing warehouse. Does the shop transfer act as a debit voucher to the property account?

6. Unserviceable material is returned from the field to an arsenal accompanied by a report of survey, etc., and is taken up as unserviceable property on the arsenal return. Does such a report of survey, etc., act as a voucher to the property account?

7. This unserviceable material goes into repair like raw material into manufacture. Show how it would finally be taken upon the property account as serviceable stock for issue.

8. How does the ordnance officer control his stock so as to keep it within a minimum and maximum limit?

9. Trace a requisition through an arsenal.

10. Who makes up the invoice for goods to be shipped from the arsenal? Where does he get the information?

11. How does the information as to what goods are to be shipped and where they are to be shipped get to the packing floor? What paper is sent with the goods? What paper is returned to the office?

12. Who drops property from the arsenal property accounts? How does he get the information as to what goods are shipped in fulfillment of requisitions?

13. How many copies of a shipping invoice are made out by the ordnance officer? Show how these copies are disposed of.

14. What essential information does Form 15 show? What information do the covers to Form 15 show? How often is this return rendered? How are the property accounts converted into a return?

15. For the purpose of making returns the property in an arsenal and handled by an arsenal is divided into two divisions. What are these divisions? What forms are used in making returns for the two divisions?

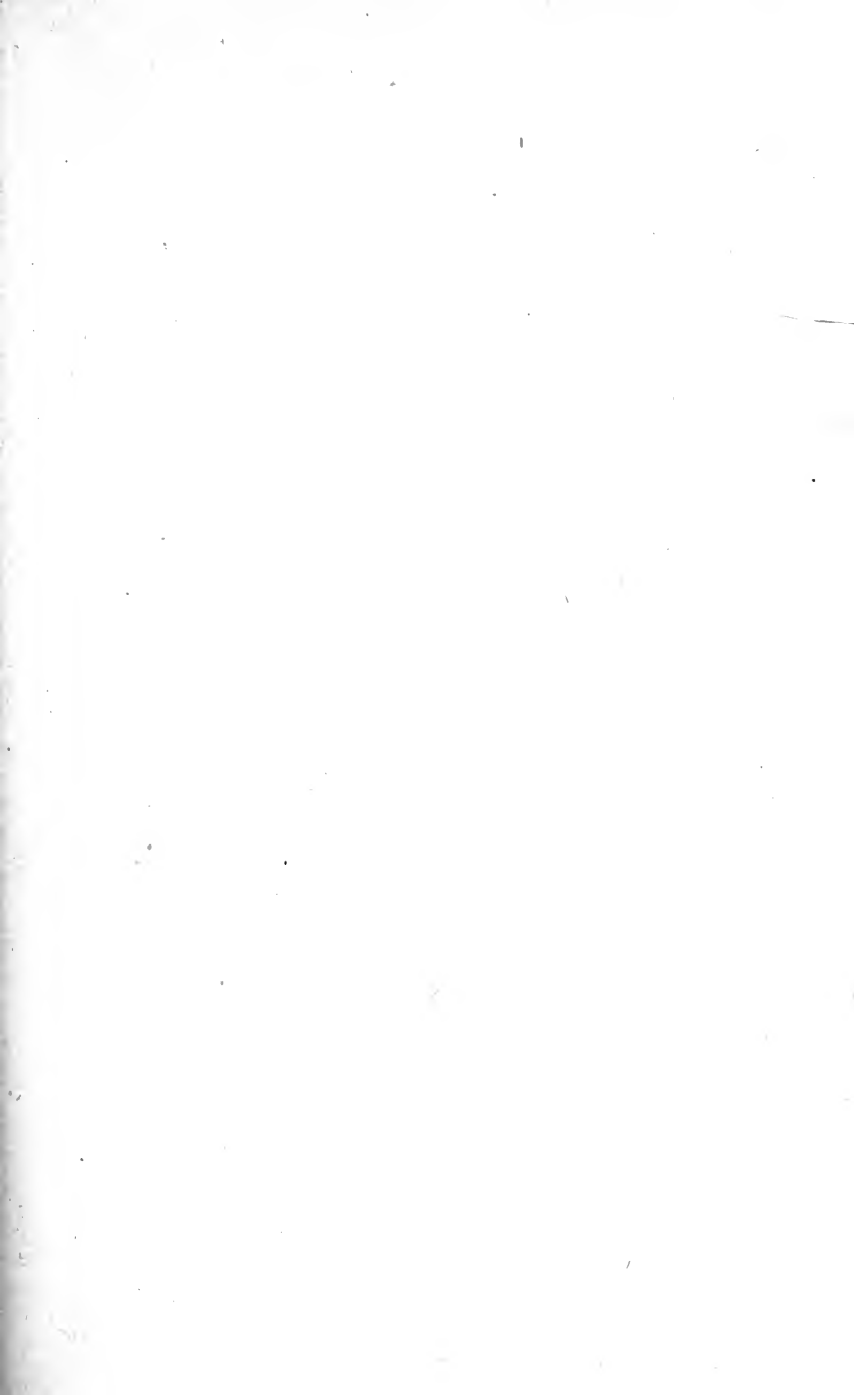
16. Name some of the common debit and credit vouchers to the arsenal returns.

ii. *The Post.*

1. How often does a post ordnance officer send out requisitions? To whom does he send them? Who fills the post requisition? What paper form arrives with the property at the post from the arsenal?

2. Do the requisition and the invoice Forms 386 and 146, Ordnance Department, respectively, provide space for money items? Why or why not? For apportionment items? Why or why not?

3. Does a post ordnance officer make expenditures typically? Does he keep allotment accounts?



4. How is an ordnance officer at a post limited as to what property he may call for by requisition? Is he limited in cash or in kind? What are the supply and allowance tables? Do they pertain to equipment or supplies?

5. What forms make up the post ordnance officer's return? What information do the inside sheets contain? What information do the covers to the form contain? Point out the difference between these forms and those in use at the arsenal. What is the reason for these differences?

6. How often is this return rendered? To whom? How many copies of this return are made? How are they disposed of? What would be some of the common debit and credit vouchers to this return? Does the ordnance property return at the post require abstracts as vouchers?

7. At the close of the accounting period what is done to the post property accounts by the accounting officer?

8. Name some ordnance transactions at the post which would require both money vouchers and property vouchers. Name some transactions which would require only property vouchers. Which is typical of post ordnance transactions?

9. What is Class C equipment? Does a post hold and issue Class C ordnance equipment?

10. What is garrison equipment? How is it issued to an organization by a post?

iii. *The Regiment.*

1. Turn to pages 102-3 and answer the questions on the regiment.

iv. *The Company.*

1. Turn to page 103 and answer the questions on the company.

2. Outline the steps in the procedure of issuing one rifle to Private Jones.

3. Do the records show any officer accountable for a gun which has been issued to a private? for ammunition? Is there a difference?

v. *Units in the Theater of Operations.*

1. In campaign formal accountability for certain ordnance supplies terminates with their transfer to division or other unit. Is any record of such materials kept? If so, what? Will this be the case with most ordnance equipment in campaign? Why or why not?

2. Will supplies used up continually, such as ammunition, be requisitioned for in the zone of the advance? If not, how will it move forward? Will new equipment be requisitioned for? by whom typically? on whom?

3. Equipment of two kinds will move forward to the troops: (1) that in answer to requisitions from the front; (2) that moved forward by transferring officers for strategical reasons. Will the latter class move in response to requisitions?

4. What field blanks are used? Are these forms substitute for Form 386, the requisition, and Form 146, the invoice?

5. Would the company and the regiment in the theater of operations maintain the same records as the company and the regiment, respectively, in the service of the interior?

6. What officer has authority over the accountable officers in the line of communication and the property officers in the zone of the advance? Do requisitions flow through him? If not, why not?

7. What records would pass through the hands of the divisional ordnance officer? Would he maintain records of his own?

vi. *The Divisional Depot.*

1. What are the functions of a divisional depot? What does each include?

2. What are the facilities of an ordnance depot? What purpose does each serve?

3. From what sources will the divisional depot receive requisitions?

4. With what problems does the administration division of an ordnance depot deal? What is included in each? Name some of the principal forms used in each case.

5. What is the nature of incoming papers of the divisional depot? of outgoing papers?

6. Into what branches is the accounts division organized?

7. What kinds of papers does the requisition branch handle? What papers are included in each kind? Name or give number of the principal forms used.

8. With what important reports does the returns branch deal? What subsidiary papers must be handled?

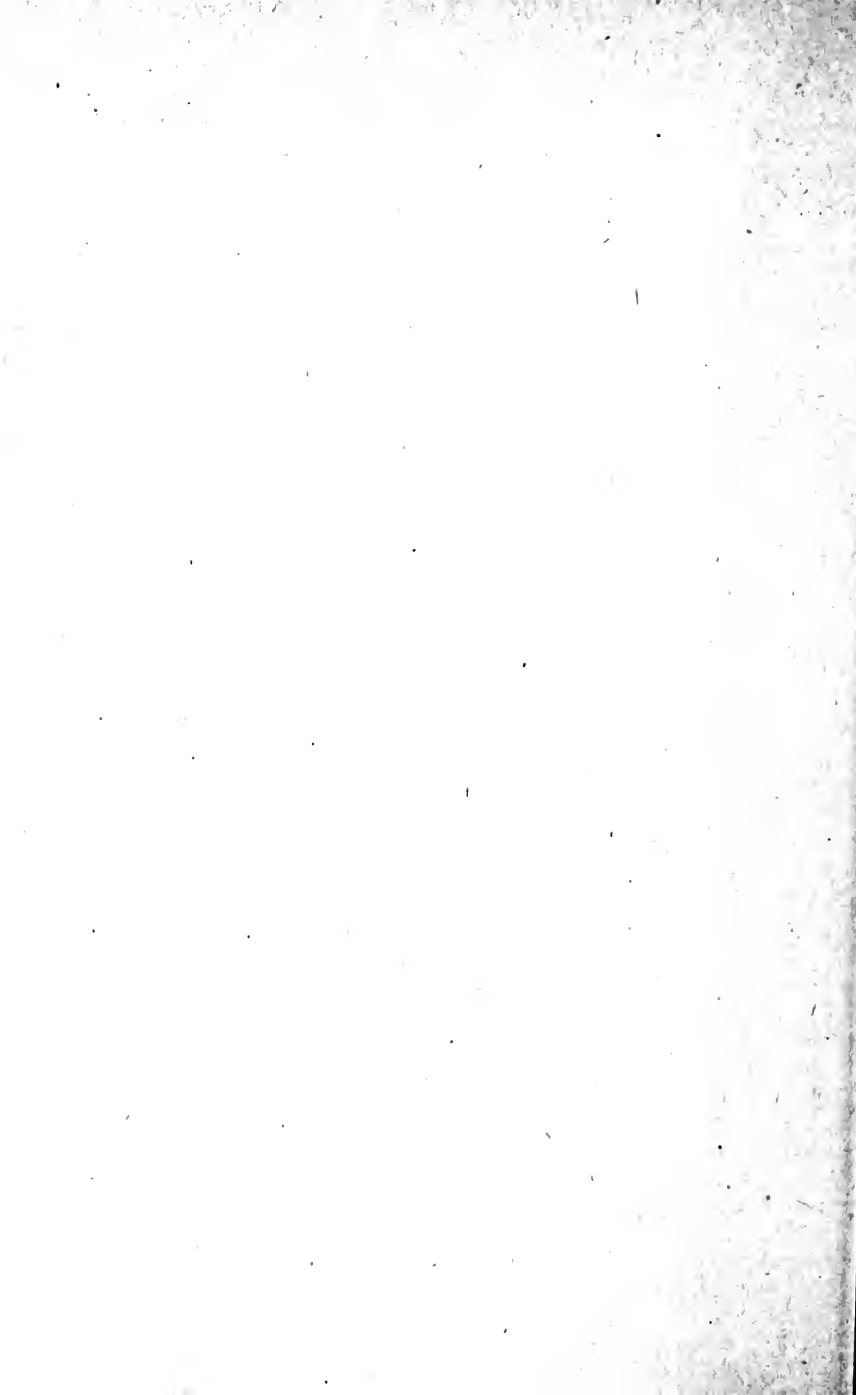
9. Will divisional depots do much purchasing? Will they receive allotments?

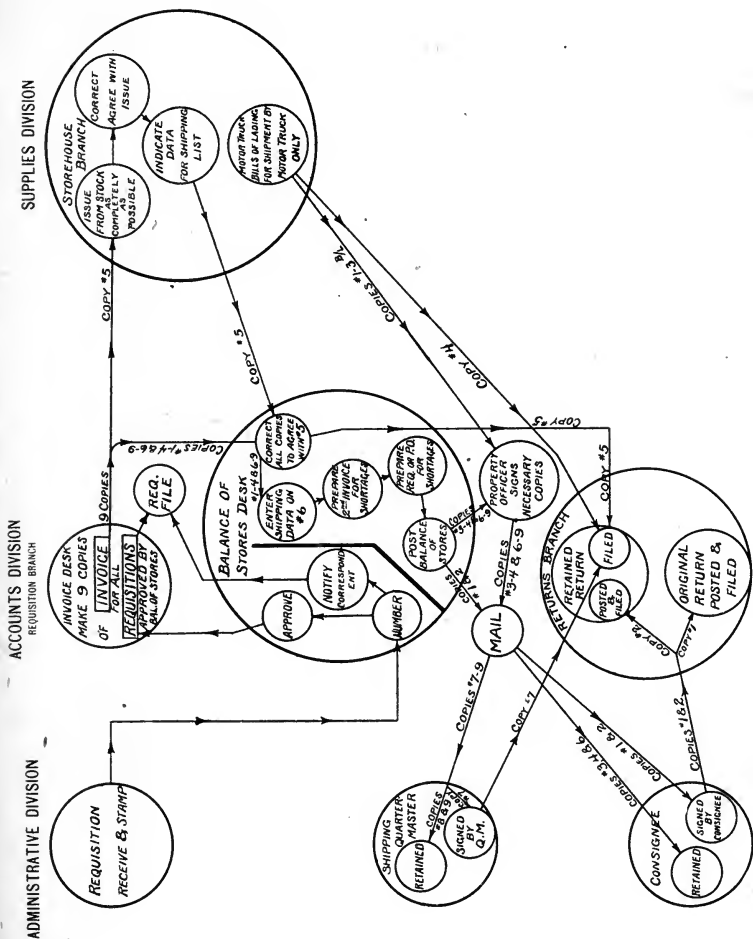
10. Will divisional depots do much transferring of stock? In response to what paper communication?

11. To whom will the divisional depots send their requisitions for replenishment of stock? What forms will they use?

12. By what means will the base depot replenish its stock? What paper will be involved? To whom will it flow?

13. Trace on the accompanying charts the routing of the papers involved in procurement of supplies and distribution of supplies.





14. Show the entries made by the ordnance officer in the following transactions on the property vouchers and the semi-annual return of ordnance stores: (a) a recruit leaves Post X and goes to Post Y. He carries with him 1 canteen, 1 cup, 1 haversack, 1 knife, 1 meat can. What entries at Post X? at Y? (b) The Ordnance Officer at Post X sells to Major J. Jones 2 cups and 1 knife. (c) Five cups are invoiced from Post Y to Post X. What entries at X? at Y? (d) Ten cups are dropped from the Post Return by report of survey. (e) The regimental ordnance officer requisitions for 500 cups on the post ordnance officer. The requisition is filled. What entries are made by the post ordnance officer? by the regimental ordnance officer? (f) The post ordnance officer requisitions on the Rock Island Arsenal for 500 rifles. The requisition is filled. What entries at the arsenal? at the post? (g) The regimental ordnance officer turns in to the post ordnance officer five unserviceable rifles. The post ordnance officer issues five serviceable rifles in exchange on the certification of the regimental ordnance officer. What entries are made by the post ordnance officer? By the regimental ordnance officer?

CHAPTER IV

PURCHASING POLICIES AND PRACTICES

- A. The Purchasing Function and Purchasing Policies
 - B. Purchasing Practices with Particular Reference to Army Work
 - C. Laboratory Set, Quartermaster Corps
 - D. Laboratory Set, Ordnance Department
-

A. The Purchasing Function and Purchasing Policies.

- 1. *Purchasing in Business.*
- 2. *Government Purchasing.*

B. Purchasing Practices with Particular Reference to Army Work.

1. *Formal Contracts.*

- a) Definition and Use.
- b) Formation.
 - i. Preparation of Specifications.
 - ii. Securing Bids and Prices.
 - iii. Award.
 - iv. Execution of Documents.
- c) Disposition of Papers and Reports.

2. *Informal-Contracts, or Proposal and Acceptance Agreements.*

- a) Definition and Use.
- b) Formation.
- c) Disposition of Papers and Reports.

3. *Open-Market Purchases.*

- a) Nature and Use.
- b) Formation.
- c) Reports.

At first thought, one is tempted to believe that a discussion of army purchasing might wisely omit considerations of policy and confine itself to technique. The regulations seem technical to the point of eliminating any need of formulation of policy. Closer study will show the fallacy of such a belief. In the first place, discretion is left to purchasing officers in many cases, and discretion may wisely be exercised only in terms of policy. In the second place, the mass of

technical regulations is after all drawn in terms of policy. Once those policies stand revealed, the regulations cease to require memorizing in a routine way.

It is, then, worth the while of an army purchasing officer to be able to visualize the position of the purchasing function in modern business, to see the *why* lying back of standardized purchasing and the specification, to realize the considerations governing such problems as how much to buy at one time, where to buy, what terms and services to require, whether to buy or make. He can carry all this over to his army work. There he will find additional lines of policy laid down. Army purchasing must be in terms of proper authority, appropriated funds, the safeguarding of government honor, and the just treatment of competing bidders.

When it comes to purchasing practices which carry out these policies, the army purchasing officer finds the regulations detailed and precise. They are to be followed. He profits from a knowledge of standard business practices because of the gains flowing from comparison and from certain devices of office efficiency.

[NOTE.—The purchasing work of the Council of National Defense is not treated.]

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- Library of Factory Management*, III, *Materials and Supplies*, Part 1, on purchasing methods in business; Part 2, setting up material standards.
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- Church, A. H.: *Manufacturing Costs and Accounts*; pp. 1-5, 132-55 deal with the accounting side of purchasing.
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- White, H. R.: "Records for the Purchasing and Supply Departments," *ibid.*, XLVI, 571-76.
- Morse, W. H.: "Purchasing Agent and High Class Product," *ibid.*, XLIX, 333-35.
- Church, E. C.: "The Broad Field of the Purchasing Agent," *ibid.*, XLIX, 420-21.
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- A.R.*, §§ 515-81. The fundamental regulations for army purchasing.
- Q.M.C.M.*, §§ 714-1050, 1914-57. Detailed instructions for the purchasing of quartermaster supplies and services. Appendix 24, Nos. 12-17, 24, 33, 42, and 46. Specimen forms used in connection with purchasing.
- Lawton, McArthur, and Dempsey: *Field Quartermaster's Handbook*, Appendixes M, N, O, P, Q, R. Specimen forms used in connection with purchasing.
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- U.S. Ordnance Orders No. 12: *Financial Operations of the Ordnance Department*, U.S. Army, pp. 45-93. Detailed instructions for making purchases.
- Porter, Col. J. B.: *Army Contracts*, entire. Three lectures delivered in 1912 summarizing government regulations on this subject.
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QUESTIONS

1. "In these days, functionalization of business leads to the establishment of a purchasing department." Do you think conditions in modern business life justify setting up a purchasing department? Should purchasing be regarded as specialized work in the army? Give reasons for your answers in both cases.

2. "The functions of the purchasing department may be stated as follows: First, to secure the most satisfactory materials, including raw and finished material required in the manufacturing process, equipment, and general supplies. Second, to secure the most desirable delivery of the material, keeping complete and accurate record of all unfilled purchase orders. Third, to obtain the best terms of payment and the lowest prices. Fourth, to record and classify all materials, equipment, and supplies used by the establishment, and list for easy reference all supplying firms." Restate this to make it applicable to army work.

3. "The purchasing agent should know exactly: (1) where he can obtain what he needs, (2) the quantities he needs, (3) the quality he must have, and (4) the price he should pay." Where will he obtain such information?

4. In what specific ways is the purchasing department connected with the following departments: management, accounting and cost, sales, stores, designing and engineering, production, financial, legal? with other purchasing organizations of the same business? What advantages are secured through the purchasing agent's knowledge of

the plans and activities of these departments? Are these questions susceptible of application to army work?

5. "The shrewd buyer must look beyond the mere price and must reach into the causes which have made the price, and those that are material to its remaining at that point, or in causing its fluctuation up or down." Where will he get this information? Has an army purchasing officer any concern with such information?

6. "Successful purchasing is not a question of picking the lowest bidder, but of carefully comparing values." What does this involve?

7. "The modern tendency to replace rule of thumb in management by foresight and exact measurement has developed the use of specifications." What is a specification? How is it made? By whom? Should the purchasing agent take part in the preparation of specifications?

8. "Modern business has become impersonal. This is clearly seen in the work of the purchasing agent. He cares little who produces the good. He wants to be sure of its quality in relation to price and delivery. The impersonal specification has been introduced to meet the impersonal situation." Is this the reason for the specification in army purchasing?

9. "Buying is, in fact, fundamentally a campaign against guess work." "There is no such thing as scientific buying." Which statement, if either, is correct?

10. Enumerate the advantages (a) to the buyer, (b) to the seller, of buying by specifications. Can specifications be used for all purchases?

11. "The object of any specification is to protect the consumer against inferior goods and to relieve him from continued anxiety over the cost of producing his output as affected by fluctuations in the quality of the raw materials." "The object of a specification is not to obtain the highest product at the lowest possible price, but to obtain exactly that grade of product which can be most economically used, at the lowest price." How would you define the object of a specification in army work?

12. "A rational specification crystallizes buying policy at many points. It states, for instance, the method of sampling, tells how much material one sample shall represent, prescribes methods of testing, either in whole or in part, the size of the test samples, and how to forward samples." Can you think of anything else that should be included?

13. "The buyer who purchases on the strength of his supplier's reputation will sometimes run less chance of making errors and is always more certain of having these errors corrected for him than when he buys by specification regardless of reputation." Does that mean

that specification is unnecessary when one buys of a well-known house?

14. "The use of standard specifications is comparatively common; the proper following up of these specifications by intelligent inspection comparatively rare." What is the inevitable result of such conditions? How should proper inspection be made?

15. "Close buying is less important than intelligent buying and handling." Explain.

16. "Necessity of limiting the size of purchases may arise from (a) financial considerations, or (b) the possibility of depreciation." Draw up a list of the factors determining *how much* shall be purchased (a) in business, (b) in army work.

17. "Correct purchasing requires the use of ideal stock plans built around classified lines of goods, and the ability to be always ready to buy." What is meant by "ideal stock plans" and "ability to be always ready to buy"? Is the army purchasing officer "always ready to buy"?

18. "The principal elements of a purchase are: (1) specification of what is wanted; (2) requisition for a specific quantity; (3) official sanction for the purchase; (4) obtaining bids, with or without samples; (5) accepting bid and ordering; (6) receipt of purchase, with or without examination or test; (7) checking, passing, and paying invoice; (8) entry of purchase invoice in appropriate journal form." Who handles each of these in a business organization? in the Army?

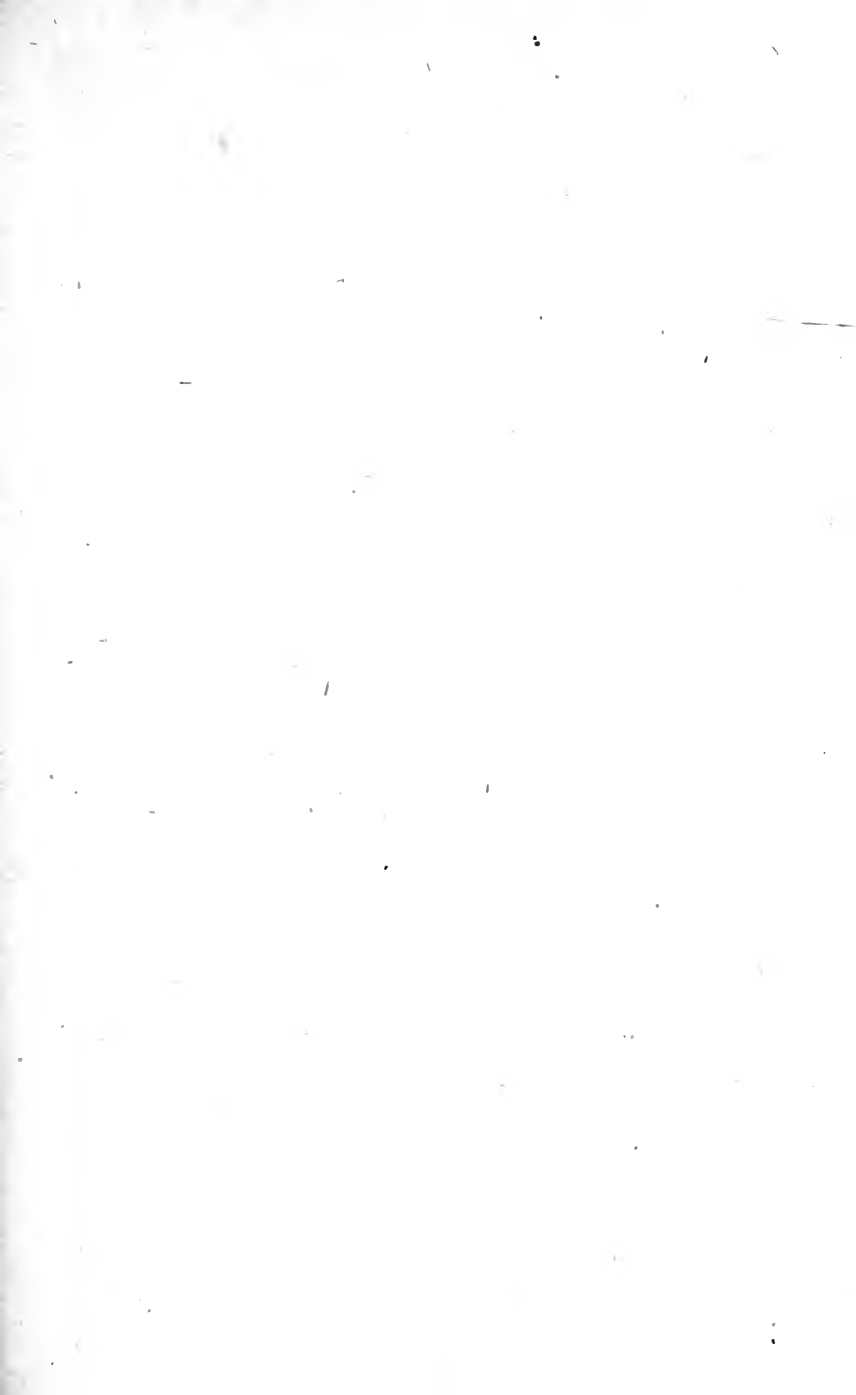
19. What should be (a) the policy, (b) the procedure of the government purchasing officer in (1) following up delayed deliveries, (2) tracing shipments, (3) reporting shortages or poor quality?

20. What determines the choice of purchasing policies (a) as between dealing primarily with a few houses in each line, or shopping the entire market; (b) as between purchasing regularly from certain suppliers or changing about; (c) as between placing an order entire, or splitting it into small parts; (d) as between buying from jobbers or from manufacturers? Do the regulations determine the army purchasing officer's policy in these matters?

21. "Intermittent needs can be satisfied through current buying adjusted to capitalize the most favorable market conditions." This is said of business conditions. In how far can the government purchasing officer take advantage of the most favorable market conditions?

22. "Not only must the cost of the supply itself be taken into account; the cost of placing the supply in operation is also a factor in the situation." What would the latter cost involve?

23. "It is inefficient for the purchasing agent to direct all his attention to the price of the material purchased, and then permit it



to be used inefficiently, uneconomically, or wastefully." Does the purchasing agent's authority extend to such matters? What can he do about them? What would an army purchasing officer do in such a case?

24. What are the advantages to buyer and seller of the following terms of purchase: (a) single contract for one lot; (b) periodic deliveries at agreed prices; (c) periodic deliveries at prices current at time of contract; (d) deliveries at the then prices between fixed limits; (e) deliveries at cost plus an agreed per centum.

25. "In deciding almost any problem of whether to buy or make, certain advantages will suggest buying and others home manufacture." This quotation applies to business practice. What considerations are at stake? What considerations lead to government manufacture of army supplies, as opposed to purchase?

26. "Time is sometimes of greater moment than either price or quality." Explain, and enumerate some such occasions.

27. "To buy when the market is low is basic." Is it always good policy in business? in the Army?

28. "In the placing of a large order, the credit rating of the seller is as important as that of the buyer." Why? Does the government need to worry about the credit rating of a firm which sells goods to it?

29. What does the expression "well-bought" mean? What is the ultimate test of a purchase?

30. As you think back over the preceding questions, what are the requisite natural qualities and the desirable training and experience of an army purchasing officer?

31. With what materials is a Quartermaster Corps purchasing officer concerned? an Ordnance Department purchasing officer?

32. In quartermaster work should you expect purchases to be made mainly at the depots, the department headquarters, or the various posts? Why? Distinguish between the supplies which would be purchased at a depot, at a post, at headquarters. What would constitute the market for a depot's purchases? for a post's?

33. "Contracts shall not be made at posts unless ordered by superior authority." Who would constitute superior authority? What is the reason for this regulation?

34. The army regulations provide: "No contract or purchase on behalf of the United States shall be made unless it is authorized by law or is made under an appropriation adequate to its fulfilment, except for" What are these exceptions? If contracts or purchases are made for these exceptions, how great shall be their amounts?

35. Enumerate as many safeguards as you can against what we call graft in government purchasing.

36. Who are ineligible as vendors to the government?

37. How far is it a part of the purchaser's problem (a) in business, (b) in the Army, to have access to the following record of stores and production departments: (1) materials disbursed, (2) balance of each kind of material on hand, (3) materials required for present and future production orders, (4) condition of stock on hand, (5) performance records of various materials?

38. What is the use of records of (1) source of supply, (2) past purchases, (3) quality of past purchases, (4) quotations, (5) price quotation charts, (6) price and quantity curves, (7) specifications, (8) freight rates, (9) files of inspection reports, and (10) register of invoices? How do they assist in standardization of purchases, regularizing of orders, etc.? How can such records be made? kept up to date?

39. "The accumulation of reliable records is probably more essential for the purchasing office than for any other department of a business." Compare in importance with sales records, stock records, accounting records. Do you still agree with the statement? Should it be qualified or explained further? How important are purchase records in the Army?

40. In the placing of special purchases concerning which he has no experience and but little data, what methods can the purchasing agent employ for locating quickly sources of supply, insuring the quality of the article purchased, etc.?

41. What are the three methods of purchase in army work? When is each of these methods used?

42. The regulations make clear distinction between (a) the purchase of supplies and engagement of non-personal services, and (b) the securing of personal services. Why is this? What are some of the ways of securing personal services?

43. Is competition generally invited in the case of a contract? an informal contract? an open-market purchase?

44. How can competition be invited in the case of an open-market purchase?

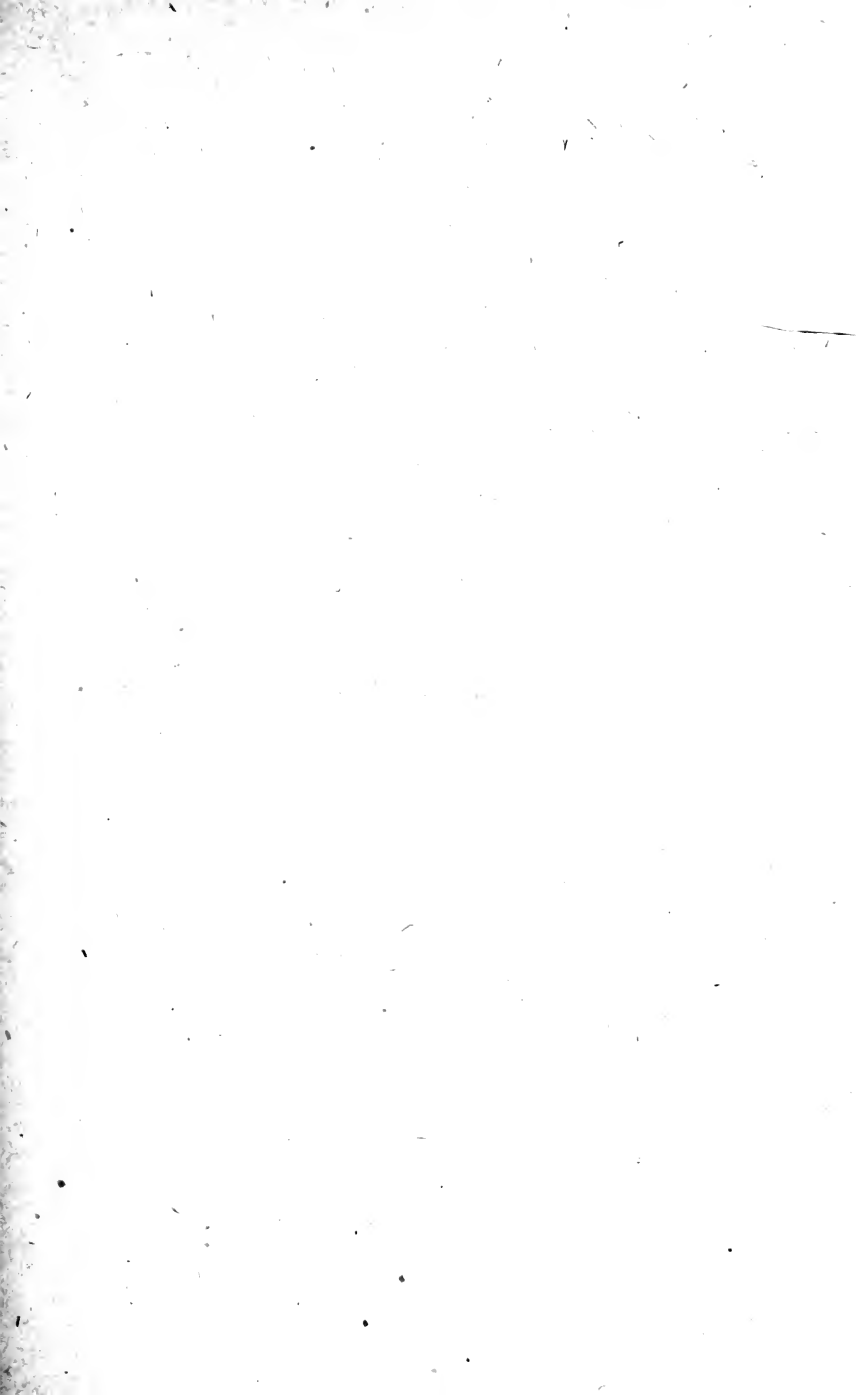
45. When may the invitation of competition be omitted?

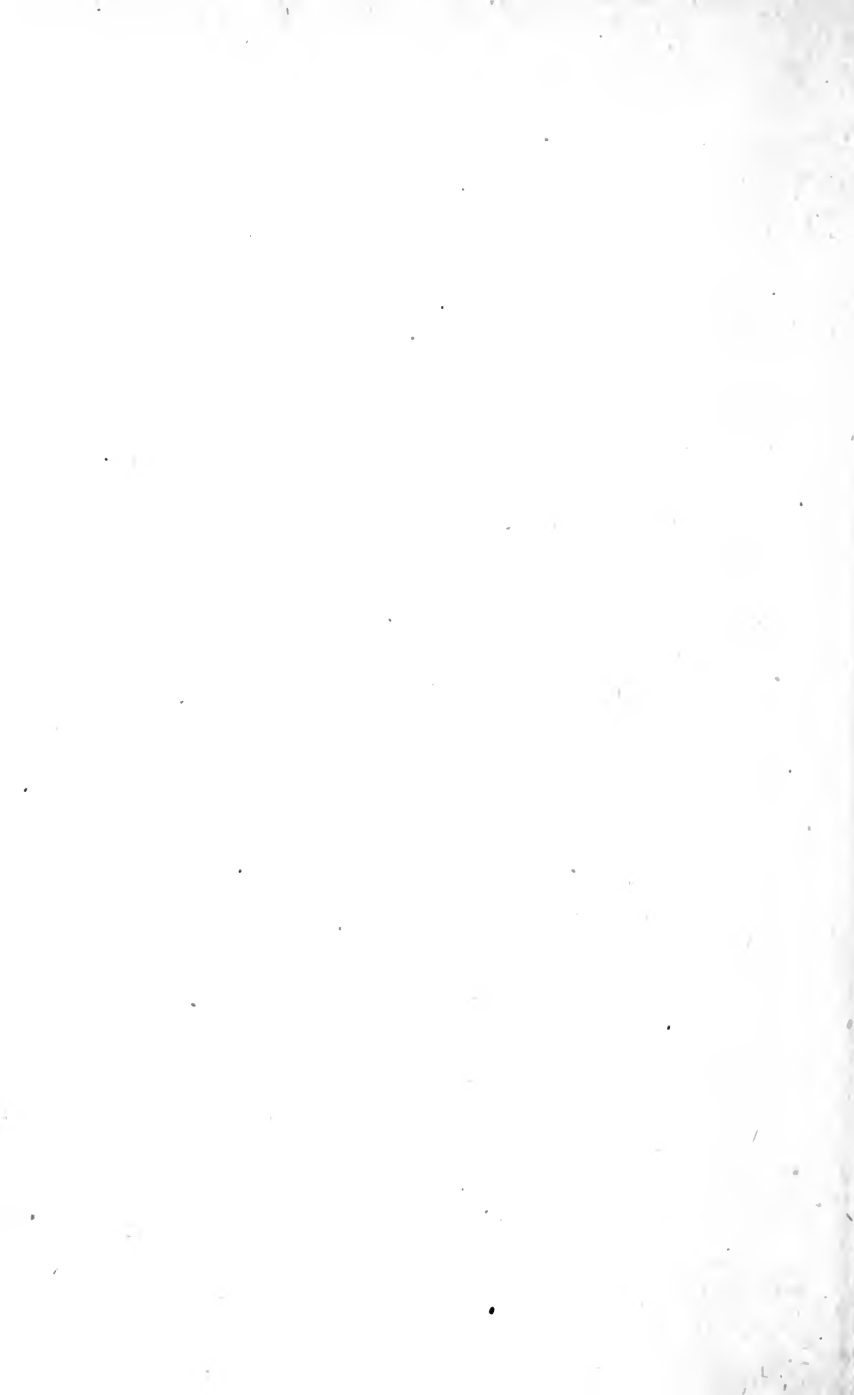
46. You are facing a problem involving advertising. How will you go about finding out the regulations governing the case?

47. Does all advertising require authority from Washington?

48. How is authority to advertise secured? What form is used? Must it always be used? What report of newspaper advertisements must be made out? If no advertising has been done, is a report required?

49. Distinguish between general authority and special authority for advertising. Is authority necessary for circular advertising?





Who grants authority, in any event? Is it granted to the office or to the officer?

50. In what cases may newspaper advertising be used? Are there any cases when it must be used?

51. Are there occasions when both circular and newspaper advertising may be used? Are there any advantages in using both? Can you formulate any policy with respect to when one should be used to the exclusion of the other?

52. A purchasing official secured special authority to advertise. The proposals were all rejected. Does he need to get another authority to re-advertise?

53. A purchasing official deemed it necessary to put out circular advertising within seven days of the time of opening proposals. What reports is he expected to submit?

54. A purchasing official, being in haste, inserted an advertisement in a newspaper, and at the same time sent in a request for special authority, which was, in due time, granted. Who will pay the bill?

55. You succeed purchasing officer X and are making plans to purchase supplies by contract when you suddenly discover that you have no advance authority to advertise. Delay would seriously inconvenience the government. What should you do about it? How could such a tangle have arisen? Could it have been that officer X had personal permission which could not be handed on to his successor?

56. Captain X advertised in a paper, *d*, for which advance authority had not been secured. It happened in this way. Captain X had secured general authority to advertise in three papers, *a*, *b*, and *c*. Later he realized that a fourth paper, *d*, would better reach the persons desired. What will happen to Captain X?

57. Does one need to advertise (*a*) by newspaper, (*b*) by circular, before making an open-market purchase?

58. May the formal contract be used without advertising? If not, why not? If so, under what circumstances?

59. What duties have you, a purchasing officer, to a man who is working up proposals?

60. Enumerate the ways in which a would-be bidder may secure precise information concerning the commodity or service required.

61. A proposal came in signed by John Doe, President, but with no reference to any concern of which he was president. Is this a valid proposal? If so, of whom?

62. "Erasures or interlineations should be explained by the bidder, in the proposal, over his signature." Why? What is the usual method of accomplishing this?

63. John Doe sent in a bid with insufficient postage. The purchasing officer declined to receive it, with the result that Doe's bid did not come in finally on time. Doe then entered complaint against the purchasing officer. Has the officer a good defense?

64. B mailed a bid for a contract, but through no fault of his its transmission was delayed and it did not arrive until the other bids were being opened. Will his bid be received and considered?

65. Suppose he were present and, seeing that his bid was too low in comparison with the others, tried to withdraw it when it came to be opened, on the ground that it was too late. Could he withdraw?

66. John Doe mails you, a purchasing officer, an easily recognizable proposal. Two hours prior to the opening of the proposals you receive from Doe a formal request to be allowed to withdraw from the competition. What is your course of action? Suppose the request came after the opening and reading of the bids, but prior to the making of awards?

67. Does permission to withdraw a bid at any time before the opening include permission to withdraw a part of a bid only?

68. What is the abstract of proposals? What becomes of it after it has been made out? What are the vouchers to the abstract of proposals?

69. What becomes of the proposals after they have been read? Why this method of disposing of them?

70. Who makes out the abstract of proposals? What becomes of each copy if there are more than one? What forms are used for Ordnance? For Quartermaster?

71. "Advertisements or specifications should be so worded as to permit bids to be considered item by item." Why?

72. Are awards always made to the lowest bidder?

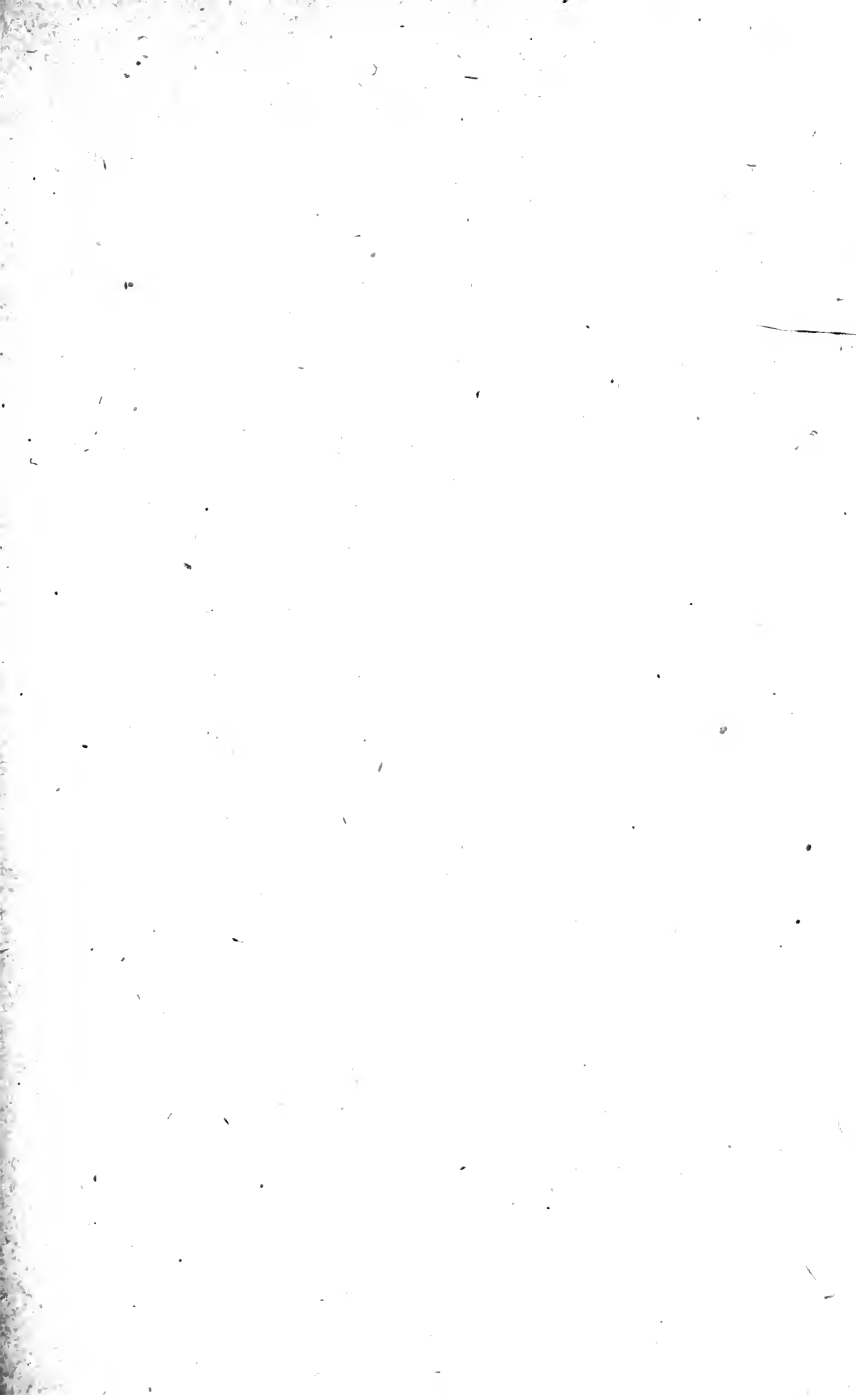
73. Work out a statement covering the procedure governing the care of proposals as they come in and the opening of proposals and making of award.

74. X was the successful bidder for a formal contract, but upon notification of the award to him refused to enter into the contract. What will happen? Does the business world handle such situations in a similar fashion?

75. Distinguish between a bond and a guaranty.

76. When is a bond required? When can it be waived? How many copies of a bond must be made? What becomes of each copy?

77. What is the point to having guaranties accompanying proposals? What forms may such guaranties take? In what amounts must they be drawn?



78. You, a purchasing officer, have a contract with a firm, the same being duly fortified by bonds. You wish a modification of the contract. Must the bondsmen assent?

79. What use, if any, can you make of (1) the guaranty of proposals, (2) the contractor's bond, in case of open-market purchases?

80. In a contract with a partnership every reference to the firm is in this language: "John Doe, a member of a partnership," and the contract is signed thus: "John Doe, for the partnership of which he is a member." Point out some of the obvious difficulties of such wording. What is the correct form?

81. You, a contracting officer, make a contract with a corporation which is relatively unknown and which has never done business with the government before. Make clear how you will wish the contract to be signed by the corporation and what kind of evidence you will wish to transmit concerning this signature.

82. Work out a statement covering the number of copies necessary in case of a formal contract, what is done with each copy, and what the duties of the contracting officer are with respect to the copy submitted to the Returns Office of the Department of the Interior.

83. Make a list of the forms required to carry through a purchase under formal contract in the Quartermaster Corps. Do the same for the Ordnance Department.

84. Why are so many forms used in army purchasing? Why not reduce them to two or three? Why not let contracting officers work out their own forms?

85. Are contracts to be construed strictly or freely?

86. What reports of purchases does the Ordnance Department require? What forms are used? Who makes them out?

87. You have decided to make an open-market purchase and have made all proper inquiries among dealers, using visits, telephone, and mail. The data collected will, of course, guide you in making the purchase. Shall you be able to make any other use of them? Might failure to preserve them get you into financial difficulties? Where should such data be filed?

88. How can it be said (1) that open-market purchasing may be used in cases where it is impracticable to obtain competition and (2) that the purchasing officer should secure prices from dealers? Is not this a contradiction?

89. What is an emergency purchase? Give rules governing such purchases.

90. What report must be made of open-market purchases of over \$100? of under \$100? What is the form used?

91. An emergency has arisen. Is there anything to prevent the use of a formal contract? a proposal and acceptance agreement?

If so, what prevents such use? If not, why need we have the open-market purchase system?

92. A quartermaster with troops at the front finds that he is not able to carry out the normal regulations governing purchases of subsistence supplies. The troops must be supplied. What is his proper course of action?

93. What form is used for requisitioning in the field? Is payment made? What form is involved if cash is not paid?

94. What are the two kinds of requisitions in the enemy's country? Give rules covering each.

95. A purchasing officer entered into a contract to purchase paint for a purpose which no appropriation covered. Think back over the probable history of the case prior to entering into the contract and enumerate as many safeguards as you can against such an error having been made. Now that the error has been made, what can the seller of the paint do about it? Is the case likely to be caught before the paint is delivered?

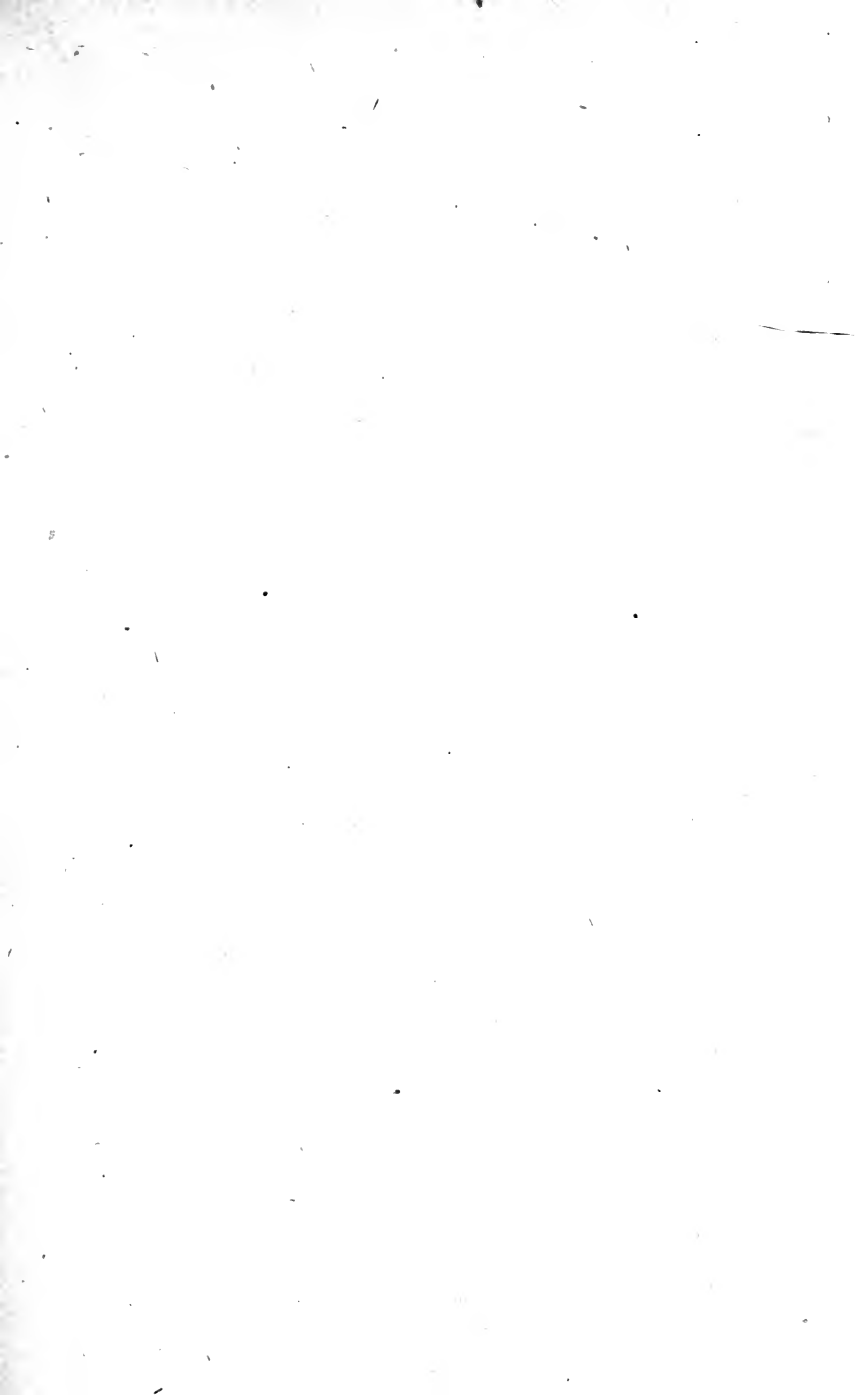
96. How can the army purchasing officer secure detailed information concerning the purchase of animals, fuel, subsistence stores, printing, exceptional articles? How much of this detailed information should he memorize?

97. As quartermaster at Newport News you are informed of the expected arrival (en route to a foreign station) of Transports A and B on June 9 and 11, respectively. You are required to furnish each transport approximately 5,000 pounds of vegetables. Barnes & Co. agree to furnish same at market prices. They do so in the case of Transport A. Transport B is to be late arriving and Barnes & Co., who are holding Transport B's vegetables in their cold storage, request you to make payment for them before arrival of transport, stating that they borrowed money to purchase same and must meet this obligation. Can you comply with their wishes?

98. As quartermaster you desire to purchase postage stamps for official use. The Post-Office Department requires payment for stamps before they pass from the postmaster's hands. You cannot pay for the stamps until delivered. How will you secure the stamps?

99. The current price of potatoes at Fort Brown is 6 cents per pound. Potatoes can be purchased in stores near the post at 5 cents per pound. Assuming that the quartermaster has an ample supply of potatoes on hand, can an organization commander procure potatoes for his organization from the outside store?

100. Assuming that you were quartermaster at Fort Green and decided to purchase a lot of lumber which is valued at \$3,000 and which will positively be required in 25 days, what would be your method of procurement?



101. You are quartermaster at Fort Howard and have received a written order from the commanding officer to procure lumber to the value of \$600 for delivery the following day. Assume that no emergency existed and that you procured the lumber in open market. If the expenditure is disallowed, who is responsible? Why?

102. You are in urgent need of 2,000 pounds of fresh beef to supply your command and have not sufficient time to advertise. What will be your action in this case and what report, if any, will you make?

103. You have contract with the F Co. for furnishing 10,000 pounds of potatoes at 5 cents per pound during the month of May, 1917. On May 1, 1917, you issue a call on the F Co. for 5,000 pounds to be delivered on May 10, 1917. The F Co. fails to deliver the potatoes on that date and the potatoes are urgently needed. What will be your action in this case?

104. Assume that you are quartermaster at Fort Jay. The Q.M.G. apports you \$75,000 for construction of one set of barracks. When that work is well under way, it is found that specifications do not provide for a water system for the building. As this is an important item and very necessary, what action would you take?

105. Assume you were quartermaster at Fort Jay and received 700,000 pounds of coal from a contractor at \$6.00 per short ton. The guaranteed moisture content was 4 per cent and coal as delivered contained 2.5 per cent moisture. What premium, if any, would be paid the contractor on this delivery? What adjustment would be necessary if moisture content were 5 per cent?

106. Capt. B receives special authority to advertise in certain newspapers for 10,000 pairs of shoes, russet. He decides to give 30 days' notice and directs the newspaper to make the desired insertions. Upon opening bids, all are rejected. If he desires to re-advertise, what action is necessary? Prepare proper advertisement.

107. Col. A of the Ordnance Department wishes to procure a quantity of explosives, to be manufactured according to a secret formula. What will be his procedure if these explosives must be secured from a private establishment? Will he advertise? If so, how?

108. Capt. B of the Quartermaster Corps requires certain patented articles, the value of which is \$6,000. What form of purchase will he use? What form of advertising will he employ, if the price is fixed by the patent-owner?

109. Col. A advertised for proposals to furnish a certain commodity, but no reasonable bids were sent in. He knows of a dealer, B, who sent in no bid, and goes to him and asks his prices. B is willing to handle the deal at a reasonable price. Assume that no emergency exists. Will Col. A need to advertise once more?

110. A tornado partially destroys a storehouse at an arsenal. Some ordnance stores are thus exposed to the weather and are in grave danger of becoming worthless. A few tarpaulins would save them, but no appropriation is available for such a purpose. What will the commanding officer do about it?

111. Col. A desires a stenographer, but has no allotment to cover the cost of such services. B offers to work gratuitously. What should Col. A do about such an offer?

112. An army of United States troops is operating in foreign territory. They requisition for supplies from the inhabitants. The articles thus obtained must be taken up on one of three forms. What are these forms?

113. Capt. X orders his quartermaster to procure for him some exceptional articles which are of a perishable nature. What form of purchase will the quartermaster use in filling his order? The supplies arrive in a worthless condition. Will Capt. X be forced to pay for them?

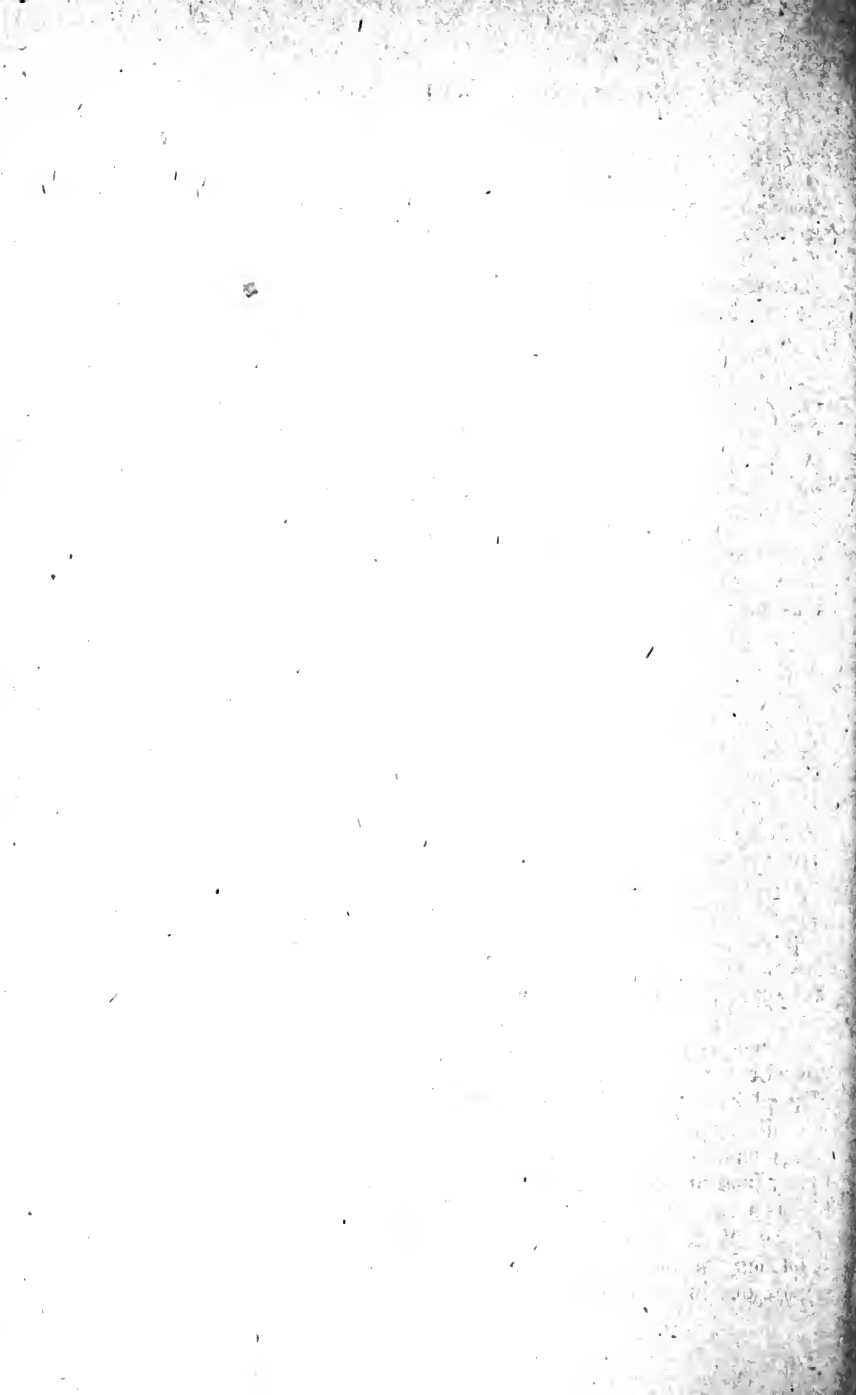
114. Col. A advertises for proposals for furnishing certain supplies. C's proposal is the lowest, but Col. A rejects it on the ground that C has failed to perform a former government contract according to specifications. Are these grounds sufficient for rejection?

NOTE.—The following forms are used in the laboratory sets: W.D. 2, request for authority to advertise; W.D. 14, report of open-market purchases; W.D. 29, monthly report of advertising; W.D. 342, advertising order; W.D. 343, advertising voucher; W.D. 330, public voucher for purchases of supplies and non-personal services; Q.M.C. 118, general proposal; Q.M.C. 119, circular proposal; Q.M.C. 119a, letter of acceptance; Q.M.C. 107, contract for supplies; Q.M.C. 124, abstract of proposals; Q.M.C. 1006, contractor's bond; Q.M.C. 200, property account (or A.G.O. 599); Q.M.C. 74, allotment account; Q.M.C. 217a, property voucher; Q.M.C. 231, contract check list; O.D. 559, circular proposal; O.D. 575, general proposal; O.D. 586, contract; O.D. 558, contractor's bond; O.D. 553, abstract of proposals; O.D. 15, return of first division; O.D. 326, current allotment account; O.D. 219, abstract of purchases.

C. Laboratory Set, Quartermaster Corps.

1. *The Formal Contract.*
2. *The Informal Contract.*
3. *The Open-Market Purchase.*
4. *Purchasing in Relation to Financial and Property Accounts.*

A satisfactory comprehension of paperwork cannot be achieved without some practical handling of the forms. It is to give that practice that the following laboratory set has been introduced. By its aid the student may gain an appreciation of the steps involved



in purchasing, the meaning of the forms used, and the relation of the forms to each other and to the other aspects of army paperwork. To this end data have been furnished, complete enough to carry through the transactions involving each main type of purchasing. This information, together with the instructions given on the forms themselves and in the manuals referred to in the reading-list, should be carefully studied.

I. THE FORMAL CONTRACT.

Statement of the problem: Col. John A. Smith, Q.M.C., the Quartermaster at the quartermaster depot at 3615 Iron Street, Chicago, Illinois, requires the following articles: 500 lbs. paint, yellow ochre in oil; 500 lbs. paint, brown in oil; 500 lbs. horseshoe nails. Work out the transactions involved in purchase under formal contract, using both forms of advertising.

a) *Advertising by Newspaper.*

Using the data furnished, make the proper entries on the forms specified.

i. W.D. Form 2, Request for Authority to Advertise. This is a request for general authority to advertise throughout the F.Y. 1917 in the following newspapers: *Chicago Tribune*, *Chicago Herald*, *Chicago American*, *New York World*, *New York Evening Post*. Sent on March 8, 1916, by the D.Q.M. at Chicago through the Q.M.G., the estimated cost for the F.Y. being \$500.00.

First indorsement recommends the approval of the request on March 11, 1916, and is signed by Richard Roe, Capt. Q.M.C., by authority of the Q.M.G.

Second indorsement approves the request on March 13, 1916, and grants authority as requested to O.D.Q.M. at Chicago under Auth. No. 26678; signed by John Doe, Assistant Secretary of War.

ii. W.D. Form 342, Advertising Order. This is an order to the *Chicago American* to run in its daily edition on February 24, 25, 26, and 27, and on March 19 and 20, 1917, an advertisement for the specified articles at the sworn rates on file at the W.D.; copies of the numbers containing the advertisement to be sent to the Q.M.D. Dated February 17, 1917; Gen. Acct. No. 14; Detail Acct. No. 328.

iii. Copy for the advertisement, covering not more than eight lines and including the following points: bids are to be received at 3615 Iron Street, Chicago, Illinois; bids are to be opened at 2:00 P.M., March 24, 1917; bidders must state brands bid upon.

iv. W.D. Form 343, Public Voucher for Advertising. This paper certifies the fact of advertisement and of payment therefor, and is made out in duplicate.

On the original appears: Vr. No. 555; Appro. S.S. & T., Q.M.C. 1917; charges at the rate of 40 cents per nonpareil line for each insertion; first certificate by the *Chicago American*, J. J. Jones, Publisher; second certificate, dated March 30, 1917, is signed by John A. Smith; third certificate is dated April 5, 1917, at the office of the Chief Clerk of the W.D. and is signed by Walter Brown, Assistant Chief Clerk of the W.D. Voucher is paid by check No. 123 dated April 15, 1917.

On the copy labeled Memo. Vr. appear data found on the original.

On the reverse of each sheet appear appropriate data as found on obverse.

v. W.D. Form 29, Monthly Report of Advertising. Report of advertising ordered during February, 1917. Dated March 1, 1917. Estimated cost of the copy under discussion is \$20.00. Signed by John A. Smith, Col., Q.M.C.

b) *Advertising by Circular.*

i. Q.M.C. Form 119, Circular Advertisement and Proposal. This is a circular form with provision for proposal to be filled in by the bidder. At this point fill in only the circular material. Dated February 24, 1917. Circular No. 1. Note at the foot of the page: "Supplies to be of first-class quality. Bidders to specify brands bid upon. Contract to be entered into immediately upon receipt of award. Supplies to be delivered at 3615 Iron Street, Chicago, Illinois."

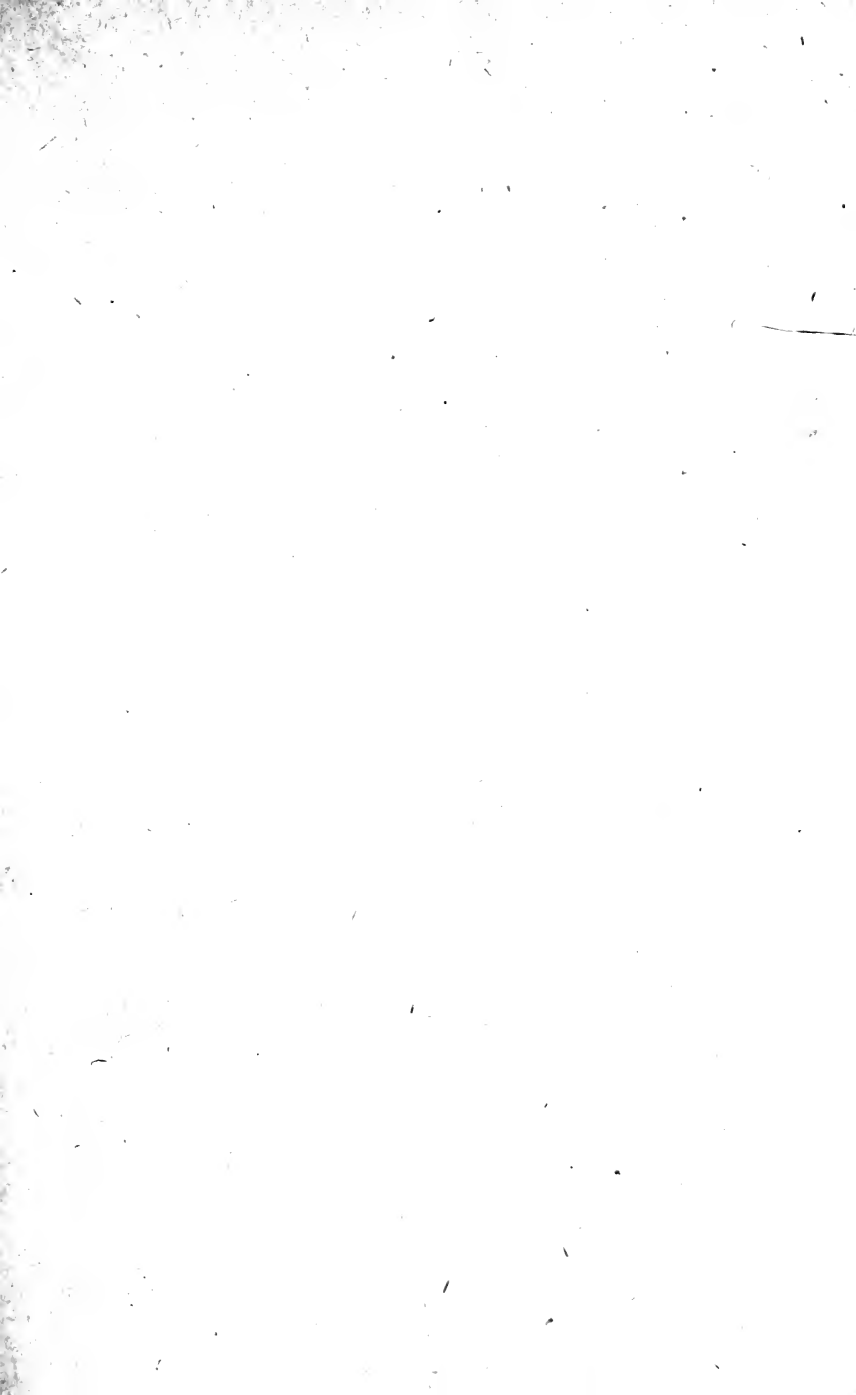
c) *Receipt of Bids in Response to Newspaper Advertising.*

i. Q.M.C. Form 118, General Proposal for Furnishing Supplies or Services. This is a general proposal with guaranty. Dated March 20, 1917; Schedule No. 12. In response to advertisement dated March 19, 1917, a proposal from William Jones, 410 West Monroe Street, Chicago, Illinois, to deliver at the rate of total quantity between April 1, 1917, and June 29, 1917: 500 lbs. horseshoe nails, Iron Horse Brand, at 4 cents per lb.; 500 lbs. yellow ochre paint in oil, Supreme Brand, at 20 cents per lb.; 500 lbs. brown paint in oil, Champion Brand, at 18 cents per lb.

On reverse of form appears the guaranty. Dated March 20, 1917. Guarantors are Richard Roe and John Doe, both of Chicago, Illinois. Witnesses are J. Jones for Richard Roe and W. Smith for John Doe. Affidavits to pecuniary worth of \$1,000 made before James White, notary public. Certificate for both guarantors made in the name of John Johnson, U.S. Commissioner.

d) *Receipt of Bids in Response to Circular.*

i. Q.M.C. Form 119. Use the copy sent out as circular. Dated March 20, 1917. A proposal from Brown Bros., 400 West



Madison Street, Chicago, Illinois, by John Brown, a member of the firm, to furnish 500 lbs. horseshoe nails, Iron Horse Brand, at 4 cents per lb.; 500 lbs. yellow ochre paint in oil, Imperial Brand, at 18 cents per lb.; 500 lbs. brown paint in oil, Crown brand, at 16 cents per lb. Therewith is submitted a certified check No. 583 on the Continental and Commercial National Bank for \$38.00, i.e., 20 per cent of the amount of the bid.

ii. Certified check. To be prepared according to data furnished above.

e) Procedure on the Opening of the Bids.

i. Q.M.C. Form 123 or 124, Abstract of Proposals. In addition to the two proposals already discussed, the following should be entered: (1) that of Hibbard, Spencer, Bartlett & Co. for nails at 4 cents, yellow paint at 22 cents, and brown paint at 20 cents; (2) that of the American Hardware Co. for nails at $4\frac{1}{2}$ cents, yellow paint at 21 cents, and brown paint at 19 cents. Certified correct by John A. Smith, Col. Q.M.C. The two proposals prepared in *c)* and *d)* above should be numbered in accordance with the numbers given them on the abstract of proposals.

ii. Award of contract is made by checking the lowest bid on the Abstract of Proposals, inserting in red ink in the margin "A" (accepted).

iii. Write a letter to the successful bidder, dated March 25, 1917, informing him of the award and requesting immediate execution of the formal contract.

f) Execution of the Contract and Supporting Papers.

i. Q.M.C. Form 107, Contract for Supplies. This is a contract between Col. John A. Smith, Q.M.C., and John and Frank Brown, doing business under the name of Brown Brothers, dated March 27, 1917, and expiring June 30, 1917. Henry Jordan and Joseph Monroe are sureties to the amount of \$190.00 each. The amount of the Appro. is \$10,000.00. The witnesses are R. C. Hunter as to John A. Smith and H. R. Clark as to John Brown. The affidavit for the copy for the returns office is executed on March 29, 1917, in the presence of James White, notary public.

ii. Q.M.C. Form 100c, Bond. This form is used when the principal is an individual or a partnership and the sureties are individuals. The sureties are both of Chicago, Illinois. The witnesses are A. Anderson as to John Brown, B. Black as to Frank Brown, C. Cox as to Henry Jordan, and D. Davis as to Joseph Monroe.

Execution of bond dated March 27, 1917, and on the same date the certificate of each guarantor is executed before James White, notary public, the pecuniary worth of each being set at \$2,000.00. The acknowledgment by John Johnson, U.S. Commissioner, covers both guarantors and is executed on March 27, 1917.

iii. Q.M.C. Form 231, Contract Check List. This is an office follow-up of the progress of the contract. The portion of the form above the double ruling should be prepared from data appearing on the contract. Check (✓) items actually executed in the foregoing transactions; check (x) other items that would have to be attended to if the full procedure, including mailing and the like, had been carried through.

2. THE INFORMAL CONTRACT.

The problem is identical with that used in connection with the formal contract, except that the amount of each item is reduced to 200 lbs.

a) *Advertising.*

i. Q.M.C. Form 119, Circular Advertisement and Proposal. Circular No. 1, dated April 11, 1917, proposals to be opened at 2:00 P.M. on May 1, 1917. Supplies to be of first-class quality; bidders to state the brands bid upon; delivery to be made immediately upon award to 3615 Iron Street, Chicago, Illinois.

b) *Receipt of Bids.*

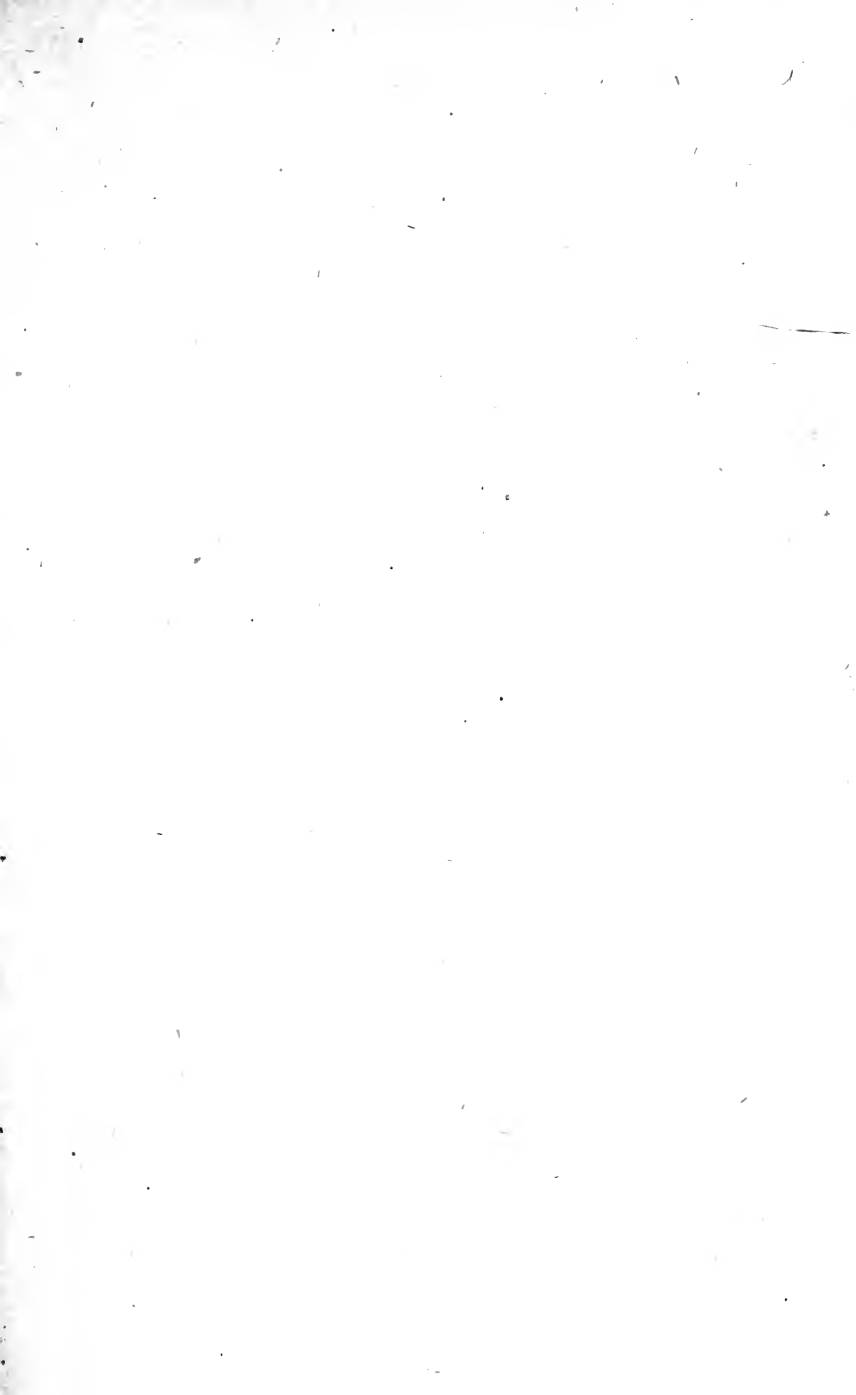
i. Q.M.C. Form 119, Circular Advertisement and Proposal. On April 20, 1917, Frank Mack, 314 North State Street, Chicago, Illinois, made the following bid: 200 lbs. horseshoe nails, Star Brand, at 5 cents per lb.; 200 lbs. yellow ochre paint in oil, Sunrise Brand, at 20 cents per lb.; 200 lbs. brown paint in oil, Diamond Brand, at 20 cents per lb.

c) *Procedure on the Opening of the Bids.*

i. Q.M.C. Form 123 or 124, Abstract of Proposals. Add to the proposal of Frank Mack the following: (1) that of A. Ward for nails at 6 cents, yellow paint at 21 cents, and brown paint at 20 cents; and (2) that of F. F. Willett for nails at 6 cents, yellow paint at 22 cents, and brown paint at 21 cents.

ii. Award of purchase is made by marking the lowest bid accepted.

iii. Q.M.C. Form 119a, Letter of Acceptance of Proposal. This is the notification of the award, dated May 2, 1917. Purchase order No. 1, Requisition No. 317, File No. 3. Item No. 226c, 177, and



199. Packages to be marked for the Quartermaster at Fort Sheridan, Illinois. Other necessary data may be secured from the proposal and from the abstract.

3. THE OPEN-MARKET PURCHASE.

Statement of the problem: Col. John A. Smith, Q.M.C., the quartermaster at the Q.M.D. at 3615 Iron Street, Chicago, Illinois, made during April, 1917, purchases totaling \$1,005.00. Of this amount, \$335.00 was expended for supplies of a character or an amount that did not warrant the cost of advertising. An itemized statement of these open-market purchases follows:

Date	Vr. No.	From	Articles	Amount
Apr. 10.....	1	Union Hdw. Co.	Misc. Class A. Supplies	\$105.00
Apr. 14.....	2	John Doe	Misc. Class A. Supplies	110.00
Apr. 23.....	3	Richard Roe	Misc. Class A. Supplies	8.00
Apr. 25.....	4	The XYZ Co.	Misc. Class A. Supplies	62.00
Apr. 29.....	5	Blank & Blank	Misc. Class A. Supplies	50.00
				\$335.00

i. W.D. Form 14, Report of Open-Market Procurements. Fill out the report with data given in the problem.

First indorsement recommends approval of the report. Dated May 8, 1917, from O.Q.M.G., and signed by Richard Roe, Capt. Q.M.C., by authority of the Q.M.G.

Second indorsement approves the report. Dated May 10, 1917, and signed by John Doe, Assistant Secretary of War.

4. PURCHASING IN RELATION TO FINANCIAL AND PROPERTY ACCOUNTS.

Since the procedure and items are similar in the three foregoing problems, only the transactions involving purchase by formal contract will be treated.

a) *Payment for Advertising.*

i. W.D. Form 343, Public Voucher for Advertising. This has already been prepared.

ii. Q.M.C. Form 74, Apportionment and Allotment Account. The following items must be assumed: On July 1, 1916, advice of allotment of \$600.00 was received; on July 15, 1916, cash to the amount of \$600.00 was received under voucher No. 125. On March 31, 1917, payment was made for advertising.

b) Payment for Supplies.

i. W.D. Form 330, Public Voucher for Purchases and Services other than Personal. This is the money voucher covering purchases of this sort; Vr. No. 137; Gen. Acct. No. 54; Detail Acct. No. 152; date of delivery, May 15, 1917; Certification as to correctness of account by John Brown for Brown Bros.; certificate of receipt of goods by John A. Smith. Payment made by check No. 150 dated May 16, 1917, of John A. Smith on the Treasurer of the United States; circular sent to 10 dealers.

ii. Q.M.C. Form 74, Apportionment and Allotment Account. Enter on the copy already prepared the amount paid for the supplies, as shown by the above voucher.

c) Taking up Supplies on the Property Account.

i. Q.M.C. Form 217a, Voucher to Post Property Account. Date of authority filed July 1, 1916.

ii. Q.M.C. Form 200, or A.G.O. Form 599, Property Account. This is the individual account of property, each item on a separate sheet. Forms should be filled out for the three items purchased.

D. Laboratory Set, Ordnance Department.

1. *The Formal Contract.*

2. *The Informal Contract.*

3. *The Open-Market Purchase.*

4. *Purchasing in Relation to Financial and Property Accounts.*

The instructions (pp. 130, 131) for use of the laboratory set for the Q.M.C. apply equally to the following problems.

I. THE FORMAL CONTRACT.

Statement of the problem: Col. George W. Burr, commanding the Rock Island Arsenal, requires one lot of 20,000 cartridge cases for the Driggs-Schroeder 4-inch gun. Execute the necessary papers for their purchase under formal contract.

a) Advertising.

i. W.D. Form 2, Request for Authority to Advertise. A request for general authority to advertise throughout the F.Y. 1917 in the following newspapers: *Chicago Tribune*, *Chicago Herald*, and *Pittsburgh Journal*. Sent by C.O. Rock Island Arsenal through Chief of Ordnance. Dated May 12, 1916, the estimated cost being \$500.00.

First indorsement recommends approval, is dated May 15, 1916, and signed by James Fitch, Capt. Ord. Dept.



Second indorsement grants request under Authority No. 5167, is dated May 17, 1916, and signed by John Doe.

ii. W.D. Form 342, Advertising Order. This is an order to the *Chicago Tribune* to run in its daily edition on March 4, 5, 6, and 7 and on April 9 and 10, 1917, an advertisement for the specified items at the sworn rates on file in the W.D.; copies of the numbers containing the advertisement to be sent to the office of Col. Burr. Dated March 1, 1917; Gen. Acct. No. 37; Detail Acct. No. 548.

iii. Copy for the advertisement, including the following points: cartridge cases to measure up to the specifications on file at the office of the C.O. Rock Island Arsenal under specifications No. X33-11; bids to be accompanied by a guaranty and to be opened at 2:00 P.M., April 22, 1917; bids to be prepared in duplicate.

iv. W.D. Form 343, Public Voucher for Advertising. This paper signifies the fact of advertisement and of payment therefor, and is made out in duplicate. Vr. No. 67; Appro. Ord. and Ord. Stores 1917; charge for this advertisement of 8 lines, 50 cents per nonpareil line for each insertion; first certificate by the *Chicago Tribune*, W. B. Martin, Publisher; second certificate, dated May 1, 1917, by Col. George W. Burr; third certificate, dated May 10, 1917, from the office of the Chief Clerk of the W.D., by Walter Brown, Asst. Chief Clerk. Voucher paid by check No. 735, dated May 15, 1917, drawn by A. Anderson, disbursing officer.

v. W.D. Form 29, Report of Advertising. Report of advertising ordered during March, 1917, dated April 1, 1917; estimated cost \$24.00.

b) Receipt of Bids.

i. O.D. Form 575, Proposal. This a general proposal of the United States Steel Corporation, by John A. Fox, President, dated April 12, 1917, at Gary, Indiana, made in accordance with the advertisement of March 6, 1917. Principal agrees to enter into contract within five days of award to make deliveries before August 5, 1917, at a price of \$2.50 per cartridge case. The guaranty is by the United Sureties Co. of Chicago, Illinois, dated April 12, 1917, pursuant to resolutions of its board of directors passed on January 5, 1910; signed by F. J. Wilson, President, and attest by E. Johns, Vice-President.

c) Procedure upon the Opening of the Bids.

i. O.D. Form 553, Abstract of Proposals. In addition to the bid of the United States Steel Corporation enter bids of (1) Bethlehem Steel Co., at \$2.65, delivery promised by July 30, 1917; and (2) Illinois Steel Co., at \$2.60, delivery by August 15, 1917.

ii. Award of contract is made by checking the accepted bid, that of the United States Steel Corporation, with the notation "A" (accepted) on the Abstract of Proposals.

iii. Write a letter to the successful bidder, dated April 23, 1917, giving notice of the award and requesting immediate execution of the formal contract.

d) Execution of the Contract and Supporting Papers.

i. O.D. Form 586, Contract. Execution completed and contract dated April 25, 1917; copy forwarded to Returns Office on May 5, 1917. Contract to expire August 5, 1917. The witnesses are D. Davis as to John A. Fox and E. Evans as to Col. George W. Burr.

ii. O.D. Form 558, Bond. The principal is the United States Steel Corporation (incorporated in the State of Illinois); the surety is the United Sureties Co. of Chicago, Illinois, for the penal sum of \$25,000.00. The date of the instrument is April 26, 1917, and it is signed for the principal by John A. Fox, President, pursuant to a resolution of its board of directors passed on February 10, 1914, witnessed by B. Black. The signature for the surety company is that of F. J. Wilson, President, pursuant to a resolution of its board of directors passed on January 5, 1910, attest by E. Johns, Vice-President.

e) Reporting the Purchase.

i. O.D. Form 219, Abstract of Purchases. This is a monthly report of purchases, on which each procurement is entered. In this case assume that the purchase was made in August, 1917, dating the abstract as of that month. The voucher number is to be secured from the Public Voucher for Supplies, W.D. Form 330, to be prepared later.

2. THE INFORMAL CONTRACT.

Statement of the problem: The commanding officer of the Rock Island Arsenal, Col. George W. Burr, requires 100 non-skid, clincher, rubber tires, size $30 \times 3\frac{1}{2}$, for the Ford military truck. Make out the necessary papers for their procurement under an informal contract.

a) Advertising.

i. O.D. Form 559, Circular Advertisement and Proposal. This is a combination form, of which only the advertisement part should be filled out at this point. Dated July 10, 1917; bids to be opened at 2:00 P.M., July 30, 1917, at the Rock Island Arsenal; proposal to be marked "Proposals for Ordnance Supplies No. 1."

b) Receipt of Bids.

i. O.D. Form 559, Circular Advertisement and Proposal. The proposal should be entered on the copy used above. The bid is from the Goodyear Tire and Rubber Co., of Akron, Ohio, by M. N. Martin, President, dated July 22, 1917. The price is \$14.00 each, delivery to be made within 10 days from receipt of order.

c) Procedure upon the Opening of the Bids.

i. O.D. Form 553, Abstract of Proposals. Add to the Goodyear bid (1) that of the Diamond Rubber Co., of \$14.30, delivery within 12 days; and (2) that of the United States Tire Co., of \$14.30, delivery within 12 days.

ii. The award is made by properly checking the lowest bid.

iii. Write a letter to the successful bidder, giving notice of award and recapitulating all the material facts of the deal.

d) Reporting the Purchase.

i. O.D. Form 219. Enter this purchase on the August report. Number of voucher is 136.

3. THE OPEN-MARKET PURCHASE.

Statement of the problem: Col. George W. Burr, commandant at the Rock Island Arsenal, made during the month of August, 1917, purchases of supplies needed so urgently that the delay incident to advertising was impracticable. An itemized statement of these open-market purchases follows:

Date	Vr. No.	From	Articles	Amount
Aug. 10.	137	J. L. Ryan	3 portable forges	\$105.00
Aug. 15.	138	Ford Motor Co.	1 motor and transmission complete	175.00
Aug. 20.	139	Velie Motor Co.	1 rear axle for truck	150.00
Aug. 21.	140	James R. Brown	1 dz. sets drawing instruments	70.00

i. W.D. Form 14, Report of Open-Market Procurements. Enter the data listed above. To find the total amount of procurements for the month, add the purchases by formal and informal contract to those made on the open market.

First indorsement recommends approval, is dated September 5, 1917, and signed by J. D. Carlson, Capt. Ord. Dept.

Second indorsement approves the purchase under date of September 10, 1917, and is signed by John Doe, Assistant Secretary of War.

ii. O.D. Form 219, Abstract of Purchases. Enter the open-market purchases on the sheet heretofore used and close the report.

4. PURCHASING IN RELATION TO FINANCIAL AND PROPERTY ACCOUNTS.

Since the procedure for the three cases is similar, only the transaction under the formal contract will be considered unless there is specific note to the contrary.

a) Payment for Advertising.

i. W.D. Form 343, Public Voucher for Advertising. This has already been prepared.

ii. O.D. Form 326, Current Allotment Account. This is the record of allotment on which all the appropriate transactions covering purchasing in the Ordnance Department should be entered. Assume a cash balance on hand on March 31, 1917, of \$60,000.00. Enter payment for advertising on proper date as shown by the voucher.

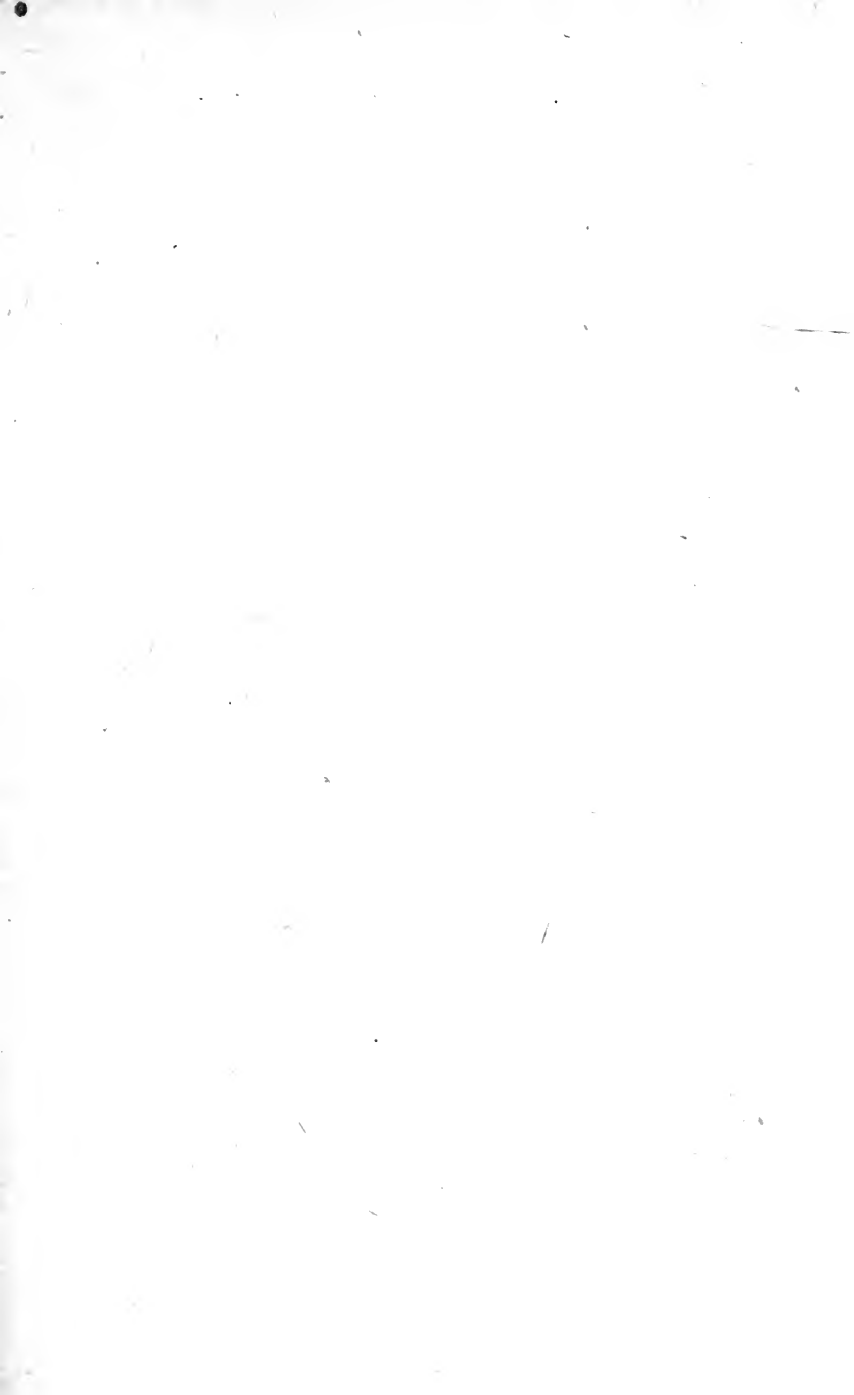
b) Payment for Supplies.

i. W.D. Form 330 or 330a, Public Voucher for Supplies and Services Other than Personal. Prepare this form for the purchase under formal contract only, this being typical of this sort of purchasing. Use the following data: Vr. No. 135; Gen. Acct. 57; Detail Acct. 456; date of delivery, August 1, 1917; the second certificate is the approval for \$50,000.00 by M. F. Ramsey, Maj. Ord. Dept. Payment is made by check No. 56, dated August 5, 1917, of A. Anderson on the Treasurer of the United States.

ii. O.D. Form 326, Current Allotment Account. Enter the payment for the cartridge cases, assuming arbitrary numbers where none are given.

c) Taking up Supplies on the Property Return.

i. O.D. Form 15, Semi-Annual Return, 1st Division. This is the principal property return of the arsenal. On it should be appropriately entered a record of all the purchasing transactions which have been handled under D, 1, 2, and 3.





CHAPTER V

STORES AND STOWING

A. The Storeskeeping Function

B. Storeroom Procedure

Relatively little formal literature has been developed in army stores handling and control. For that matter, the business literature on the subject is neither abundant nor particularly significant. None the less, efficient storeskeeping is essential to successful campaigning under the conditions of this present war, and it deserves treatment as adequate as may be.

The method followed in this syllabus is that of discussing standard business practices and policies with pointed applications to army needs. The material here presented should be supplemented by field work and paperwork.

A. The Storeskeeping Function.

B. Storeroom Procedure.

1. *Prerequisites of a Proper Stores System.*
 - a) Determination of Maxima and Minima.
 - b) Location and Arrangement of the Storeroom.
 - c) Development of Classification and Symbolization.
2. *The Routine Work of the Stores Department.*
 - a) Receiving.
 - b) Stowing.
 - c) Issuing.
3. *Accounting for Stores.*
 - a) Balance of Stores.
 - b) Perpetual Inventory.

READINGS

- Kimball, D. S.: *Principles of Industrial Organization*, pp. 205-18. Definitions and functions of stores and stock.
- Duncan, J. C.: *The Principles of Industrial Management*, chap. xvii. A concise statement concerning purchase and storage control of raw materials.

- Library of Factory Management*, III, chaps. xiii-xix. Various aspects of storeskeeping.
- Twyford, H. B.: *Purchasing*, chap. xi. Storeskeeping in its relation to purchasing.
- "Efficiency in the Stores Department," *Electric Railway Journal*, XLVI, pp. 906-10. Practical results of proper storing.
- "Storeroom Systems," *ibid.*, XLVII, pp. 1174-76. An accountant's viewpoint of the control of stores.
- "Perpetual Inventory in Practical Stores Operation," *Engineering Magazine*, XLVIII, pp. 879-88. Accounting for stores.
- "System in a Factory Stock Department," *ibid.*, XLIX, pp. 174-83. An illustrated article describing the system adopted in one plant.
- "The Arrangement and Operation of Storerooms," *Industrial Engineering*, XIII, pp. 495-500. Proper physical arrangement of stores, illustrated.
- "Storekeeper and Storehouse," *Municipal Engineering*, L, pp. 131-32. A brief discussion from the standpoint of government storeskeeping.
- Woods, C. E.: *Unified Accounting Methods for Industrials*, chap. iv. The accounting side of the problem.
- Church, A. H.: *Manufacturing Costs and Accounts*, Part 2, chaps. iv-vi. Stores accounting and its relation to financial accounting.
- Nicholson, H. L.: *Cost Accounting, Theory and Practice*, pp. 80-92. Description of the necessary records.
- Parkhurst, F. A.: *Applied Methods of Scientific Management*, 2d ed., pp. 70-78, 89-105. Storeskeeping as practiced at one plant.
- Thompson, C. B.: *Scientific Management*, pp. 461-79, 485-519, on symbolization.
- A.R., §§ 1000-1002. The storage function of the Quartermaster Corps.
- Q.M.C.M., §§ 46-49, 54-55, 2209-10, 2258-59, 2309-13, 2729-68, 3847, rules for quartermasters; Appendix 13, plan of a clothing storehouse.
- U.S. Ordnance Department: *Notes on Ordnance Field Service*, Parts 1 and 2. Storage for ordnance material in the field of operations.
- : *Regulations for the Care and Test of Smokeless Powder and Other Explosive Materials in Store at Ordnance Establishments and in Service*, entire. An instruction manual having to do chiefly with storeskeeping.

QUESTIONS

A. The Storeskeeping Function.

1. Distinguish stock and stores. Which is handled at arsenals? at depots? at posts? Does the government nomenclature correspond to business usage?
2. Distinguish stores from tools and equipment. What accounting practice makes this distinction important? Is the method of stowing the same? Is the distinction useful in army storeshandling? If so, where?
3. Consider these statements of the functions of stores:

"The storeskeeper's function is to (a) receive and take charge of all material delivered for temporary storage; (b) see that all of this material is properly accounted for and none lost or stolen; (c) issue materials and supplies in proper quantity without loss of time or waste of material."

"The functions of the stores department include ordering, testing, inspecting, receiving, storing, exchanging, issuing, repairing, and accounting for materials, supplies and equipment."

"The most important function of a storehouse system is to control and account for the receipt and distribution of supplies required for immediate use. The modern storehouse is a clearing-house through which supplies are received in anticipation of immediate requirements and distributed to meet these requirements."

"The principal business of the storeroom is to anticipate the needs of the factory in the most effective and economical manner. It must (a) issue requisitions on the purchasing department for the most economical amount of the right kind of material for delivery at the most advantageous time; (b) store all material in a safe and convenient manner; (c) check all material received as to quality and quantity; (d) issue materials and supplies in the exact amounts needed and at the exact time required; (e) maintain exact records of all receipts and issues and of all balances on hand."

Make your own statement of the functions of the stores department. Are the functions of army stores identical with those of business stores?

4. "The prime object of a proper stores system is to (a) know what stores are needed for prompt and efficient management of a business; (b) know where each item of stores is and keep absolute control of it while in process of manufacture." Is all of this the responsibility of the stores department? Do (a) and (b) adequately define the prime objects of army storeskeeping? Give reasons for your answer.

5. "To anticipate the needs of the factory, the storeroom must issue requisitions on the purchasing department for the most economical amount of the right kind of material for delivery at the most advantageous time." Should the storeskeeper decide the most economical amount and the most advantageous time for delivery? Will the quotation apply in army storeskeeping? If so, where?

6. "The stores department may be made a leader and driver of the manufacturing, supervising and operating officers." If this were true for the Army, to what results would it lead?

7. "Good storeskeeping principles are fundamentally the same for all the various sizes and types of factories." "You cannot instal a

ready-made stock department in any company." Which, if either, of these statements is incorrect?

8. Explain by chart or otherwise the relation of stores to purchasing, production, sales, estimating (planning) departments.

9. "The purchase of material is related very closely to stores-keeping, but the purchasing agent should not be the storeskeeper." Why or why not? What should be the situation in the Army? What is the situation?

10. "The utilization of the general storehouse for taking over equipment from departments, and reissuing the same to other departments requiring it, saves the difference between the prices obtained for used equipment at forced sales and the cost of new equipment which would otherwise have to be purchased." Would this be a function of the storehouse? Is it a practicable plan? What quartermaster practice is somewhat comparable?

11. Is the disposition or utilization of waste or scrap material a problem of the storeskeeper? What solutions would you suggest? How is worn-out ordnance material disposed of?

12. "The stores problem is in essence a problem of stores control." Explain.

13. What do you understand by control of stores? Is it paper control, safekeeping, or something else?

14. Business stores are largely for production or resale; army stores are largely for consumption. Does that make any difference in the principles which govern their care?

15. How do "badly organized stores cause loss of time, space, and capital"? Which of these is of the most importance in army stores handling?

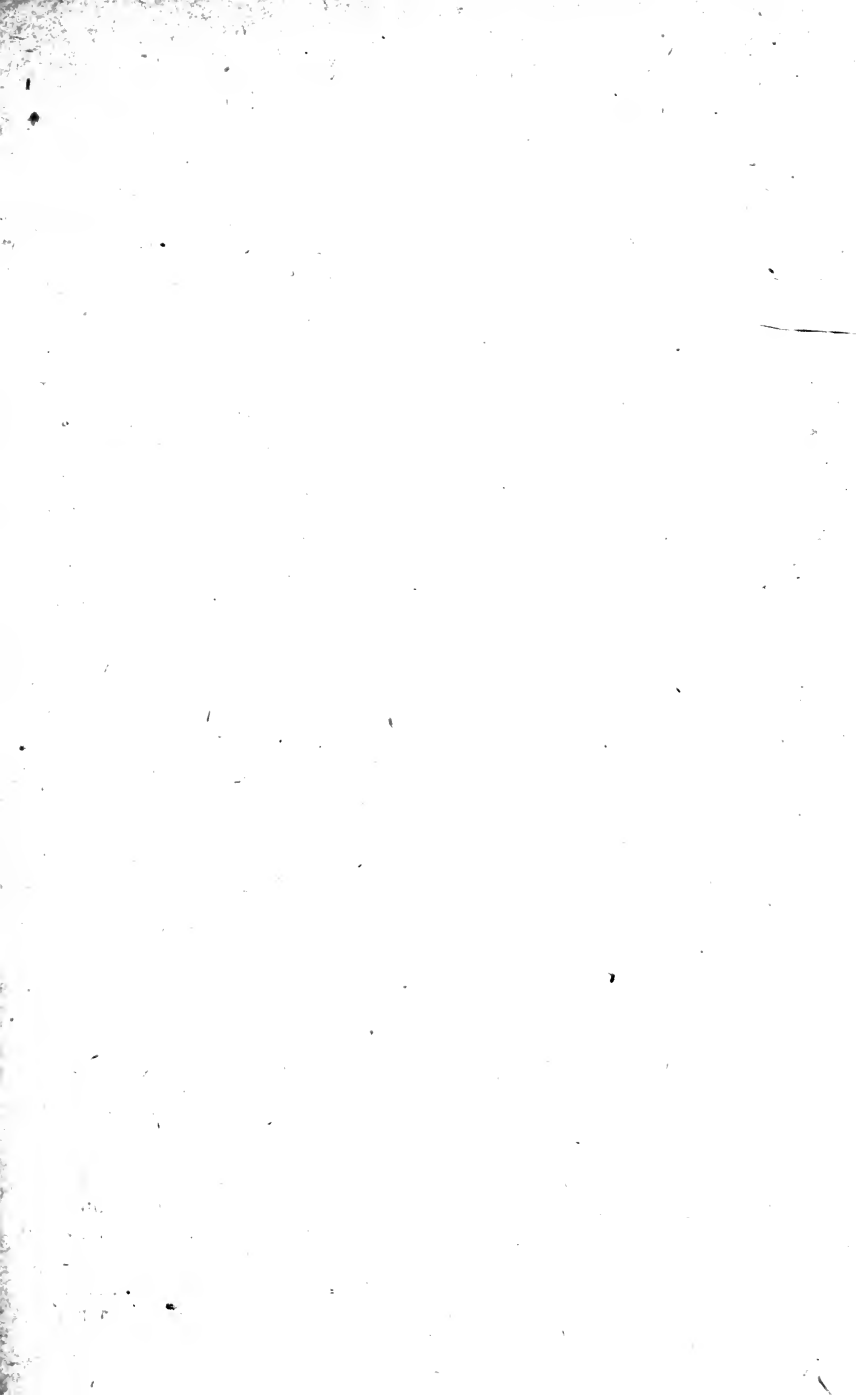
16. "Stock is more important than the money it represents." In what ways is this true of the army stores?

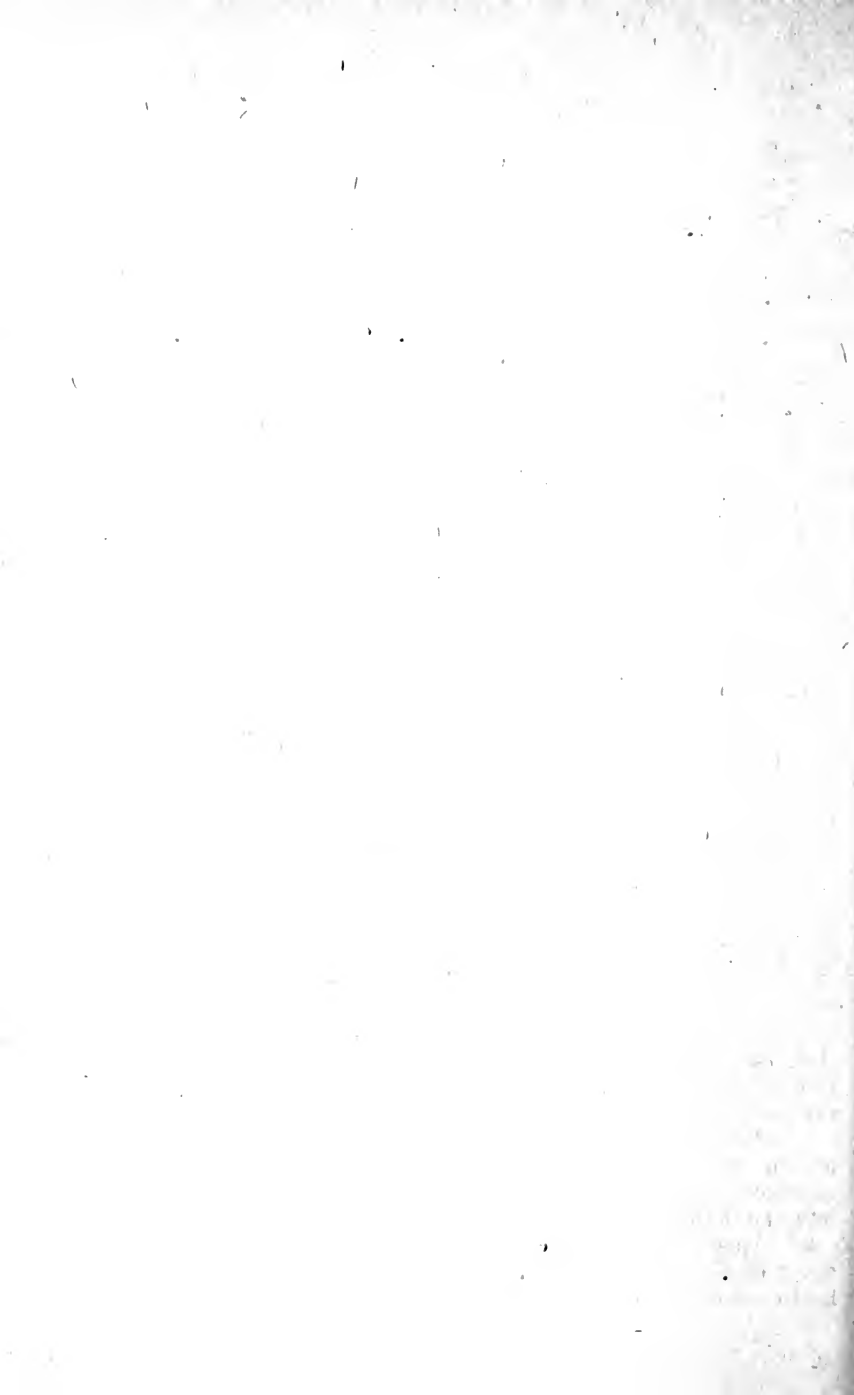
17. What arguments can be advanced for requiring that the employees of the stores department be bonded? Will these arguments hold for the army storeskeeper?

18. Who determines what materials shall be carried in stores? the need for increasing stores? Answer for (a) business; (b) Quartermaster Corps, both in general and as to a particular post; (c) ordnance depot; (d) ordnance and ordnance stores to be carried at a post.

19. What is meant by "stores turnover"? What determines the ideal rate of turnover? What has it to do with stores control? Does it mean anything in army storeskeeping? If so, answer for the Quartermaster Corps and the Ordnance Department.

20. "The basis for a smooth-running system of stores accounts is an exact knowledge of requirements and an absolute control of





stores from one central department." What does control involve? Does this statement apply to the Army?

21. Does the percentage of materials expense to the total expenses of a business constitute a safe guide in determining the importance of controlling stores carefully? Why or why not? Will it be any guide in controlling stores in a military campaign?

22. Draw up a statement of the relative difficulty of controlling stores in the interior and in the theater of operations, stating definitely the factors entering into each situation.

B. Storeroom Procedure.

I. PREREQUISITES OF A PROPER STORES SYSTEM.

a) *Determination of Maxima and Minima.*

1. What does the expression "maximum and minimum" mean in reference to storeskeeping? Is it used in government stores work? Of what use are maximum and minimum limits?

2. What items enter into a decision concerning how much stock to keep on hand? What variables of change may upset the calculation of stock limits? Mention changes internal and external—for both business and a military organization.

3. What departments of a business must co-operate in determining how much stock to keep on hand? What is the storeskeeper's function in such determinations? Who determines the amount of quartermaster supplies to be kept? of ordnance and ordnance stores?

4. If the purchasing agent is held responsible for purchases to keep a plant running, what is his relation to the question of maintenance of stock and determination of maximum-minimum limits? If the commanding officer is responsible for winning victories, what should be his relation to the same matters in army work?

5. "The records in the purchasing office will determine the exact quantities used in a given period, and any intelligent person can fix the high and low with these records as a basis, taking into consideration also the most economical quantities to buy in the matter of price, freight charges, etc." Do you agree? Why or why not? Answer for business and for the Army.

6. What are the consequences of excess of stores beyond reasonable provision? what of a deficit of stores? How can over-investment in stores be prevented? What would constitute excess of stores in a military campaign?

7. How does the quartermaster at a post determine the maximum and minimum to be maintained of articles under his care? What is his procedure when stores exceed the maximum?

8. When is the minimum reached—when articles are apportioned or when they are drawn from the storeroom? How are surpluses and deficiencies in stocks at posts adjusted?

b) Location and Arrangement of the Storeroom.

1. "The first step in a proper stores system is to consolidate all stores in one or more centrally located storerooms." Why? Why one or more? How can you secure the advantages of centralized administration and of sub-storeroom disbursements? Is the present government scheme of storing supplies in the interior one of centralization or decentralization? What reasons lie behind it?

2. What are the arguments for a central storeroom? for several scattered storerooms? Apply them to Quartermaster Corps stores; to ordnance and ordnance stores.

3. Assuming the wisdom of a centralized stores department for materials used in the manufacturing process, would you keep in the same stores department materials and supplies for the engine-room and the offices, for construction and maintenance? Are articles for use of the different army supply services handled at the same storehouse (a) in times of peace? (b) at semi-permanent camps in the interior during war? (c) in the field of operations?

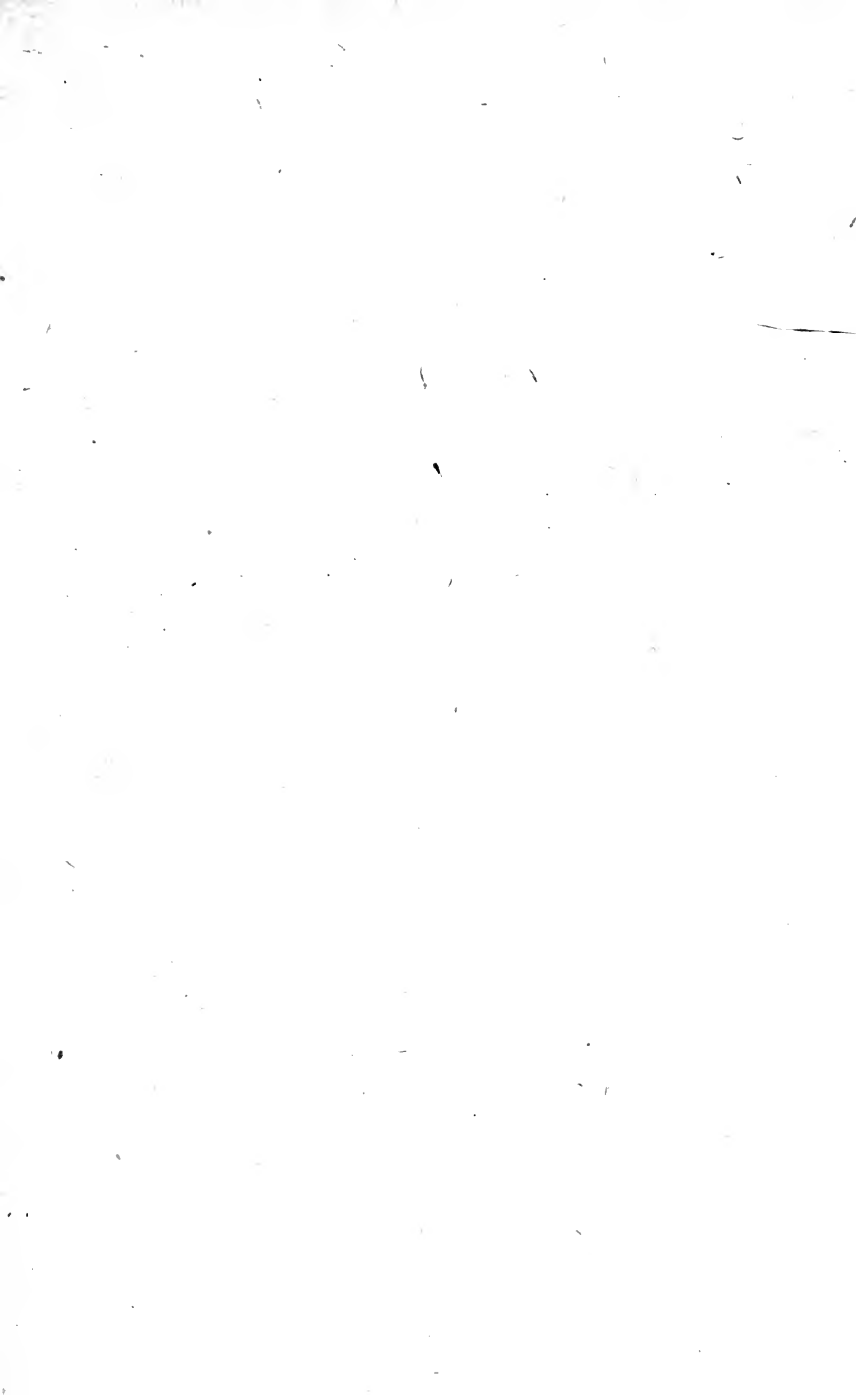
4. What is a portable sub-storeroom? Is it anything more than a method of *issuing* stores? What constitutes a portable sub-storeroom in army practice?

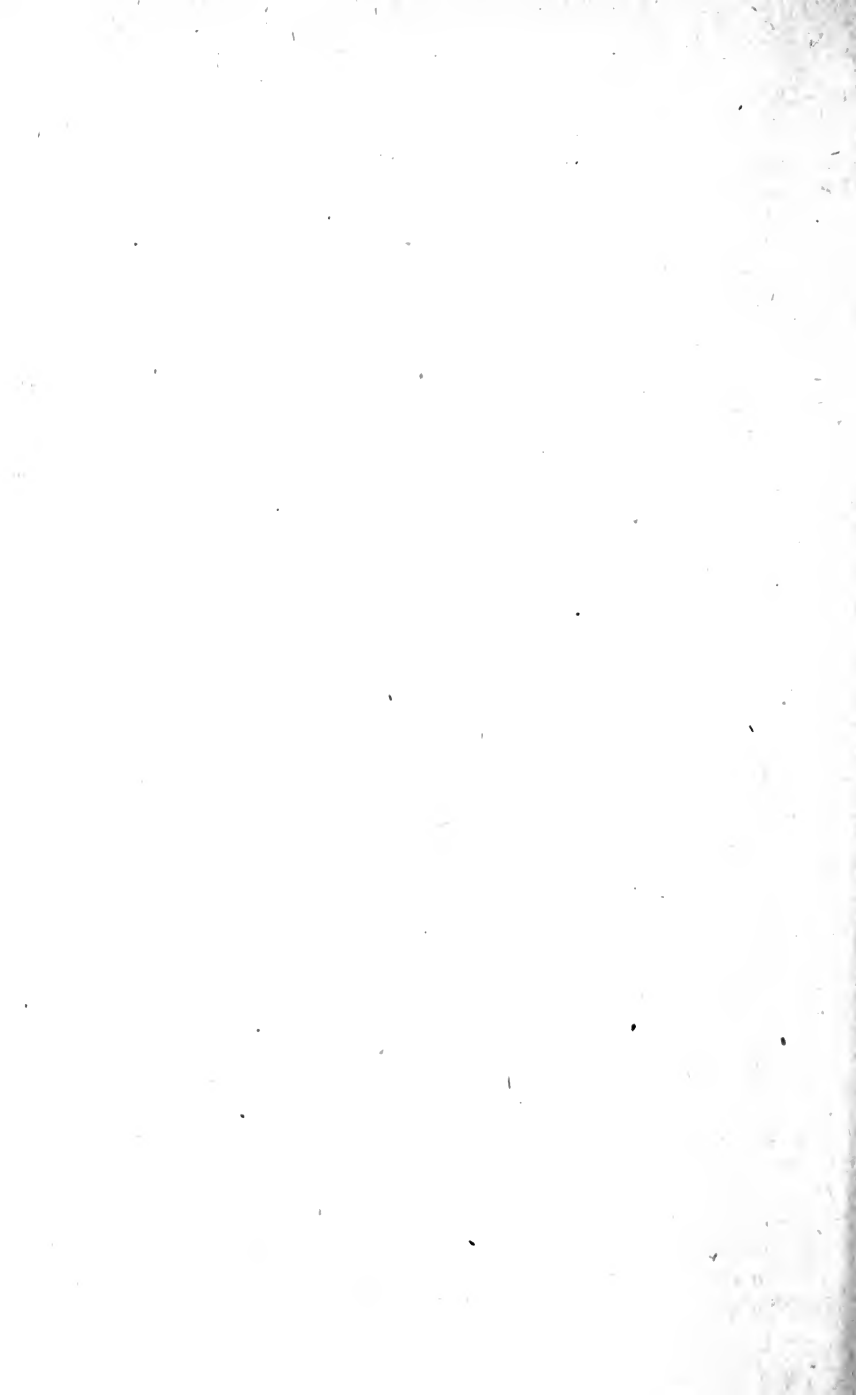
5. Should you say receipt, delivery, or economic storage is the determining factor in locating the storeroom? How do the size of stores, value of stores, and systems of internal transportation influence the problem? Will these different factors have the same relative importance in locating quartermaster depots in the interior? ordnance field depots in France? Will any other factors enter?

6. What special precautions should be taken with stores in yards? with subsistence stores outside of buildings? with ordnance and ordnance stores in the open?

7. "The location of an item of stores is governed by size, shape, and quality; difficulty of handling; quantity to be carried; frequency of use; special considerations, such as sensitiveness, perishability, etc." Work out definite statements of how each of these considerations would tend to influence the location. Would there be major differences for business and for the government?

8. What is the relation of maximum and minimum requirements to the problem of apportioning space? Is there any good reason for apportioning to a lot of goods much more space than is actually needed for storing the articles?





9. Enumerate cases where the value of the product, perishable nature, etc., determine special locations and conditions of storage (a) in business; (b) in quartermaster storage; (c) in ordnance work.

10. "The maximum amount ordinarily stowed should occupy not more than 75 per cent of the space available." "Every available bit of space in the storeroom should be utilized." Reconcile these statements. Does the second mean floor space, wall space, or cubic space to you?

11. How do such matters as light, passage of trucks, pneumatic tube service, determine the lay-out of the storeroom? Do they affect quartermaster supplies lay-out? Ordnance Department?

12. Make a drawing of a storeroom floor plan, indicating windows. Show the arrangement of articles in the storeroom that will give the maximum of daylight without undue waste of floor space.

13. What determines the provision for aisles in storerooms?

14. What is the advantage of interchangeable units of storage space? of bin subdivisions? What is the most satisfactory sort of bin for general storeroom use? Why?

15. Approximately how much storage space (square feet of floor space) is required for the proper storage of 30 days' complete garrison rations for the enlisted men of a brigade of infantry (maximum strength), the vegetable component being 70 per cent potatoes and 30 per cent tomatoes, rations piled nine feet high?

16. Compute the approximate cubic feet of space required to store 30 days' full garrison ration of frozen beef for enlisted men of an infantry division at maximum strength, beef to be stored flat.

17. Is a good physical arrangement of an advance ordnance depot of more or less importance than an equally satisfactory lay-out of a depot in the service of the interior? Give reasons for your answer.

18. How should the storeroom be arranged to prevent theft of material? Who has the responsibility for preventing theft of articles from government storehouses?

19. "Stores should be arranged so they can be found by a comparative stranger." Do you agree? What method can be devised to interpret the arrangement of stores to a comparative stranger?

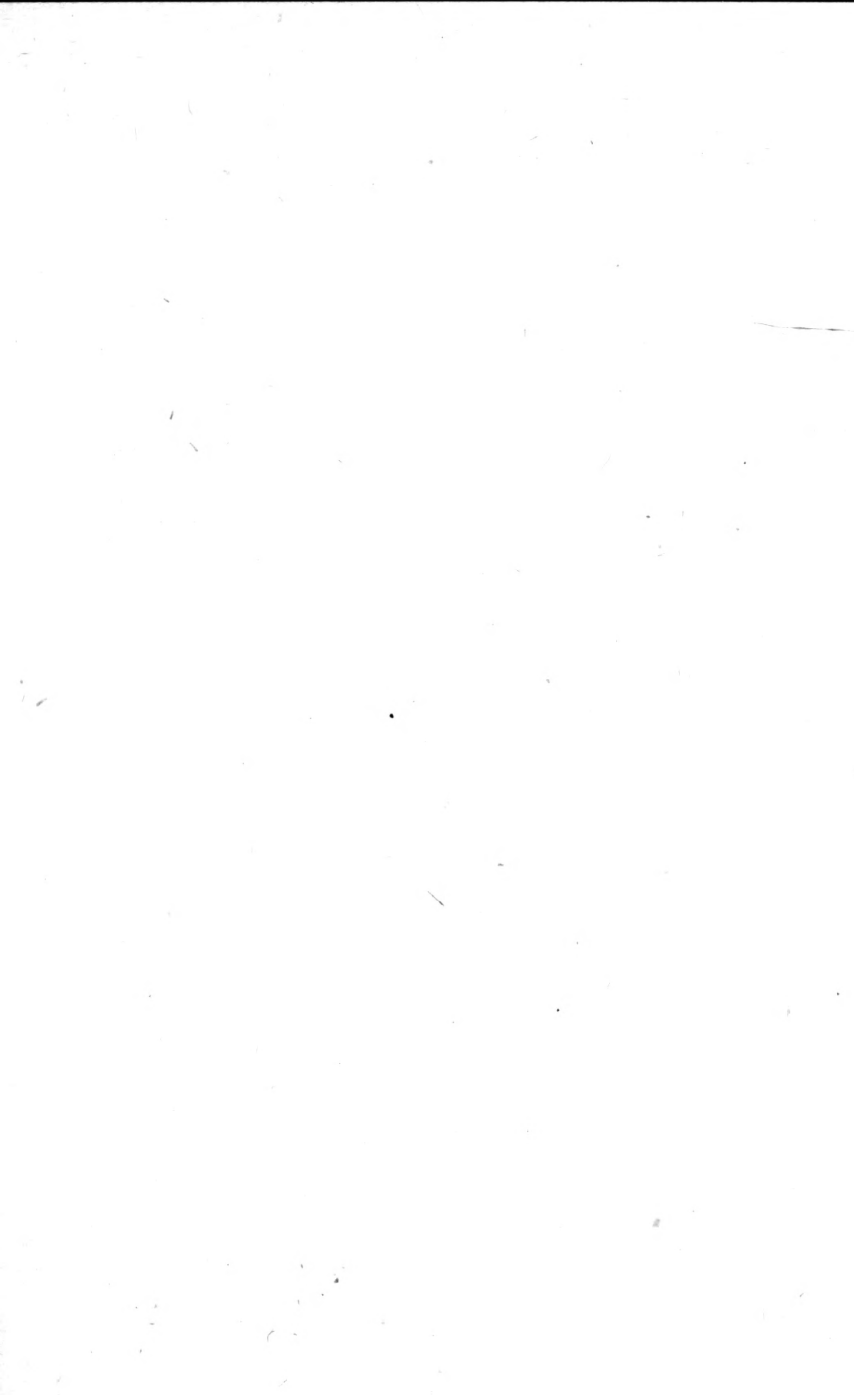
20. What kinds of storehouses are maintained at semi-permanent camps? What are the differences in their functions?

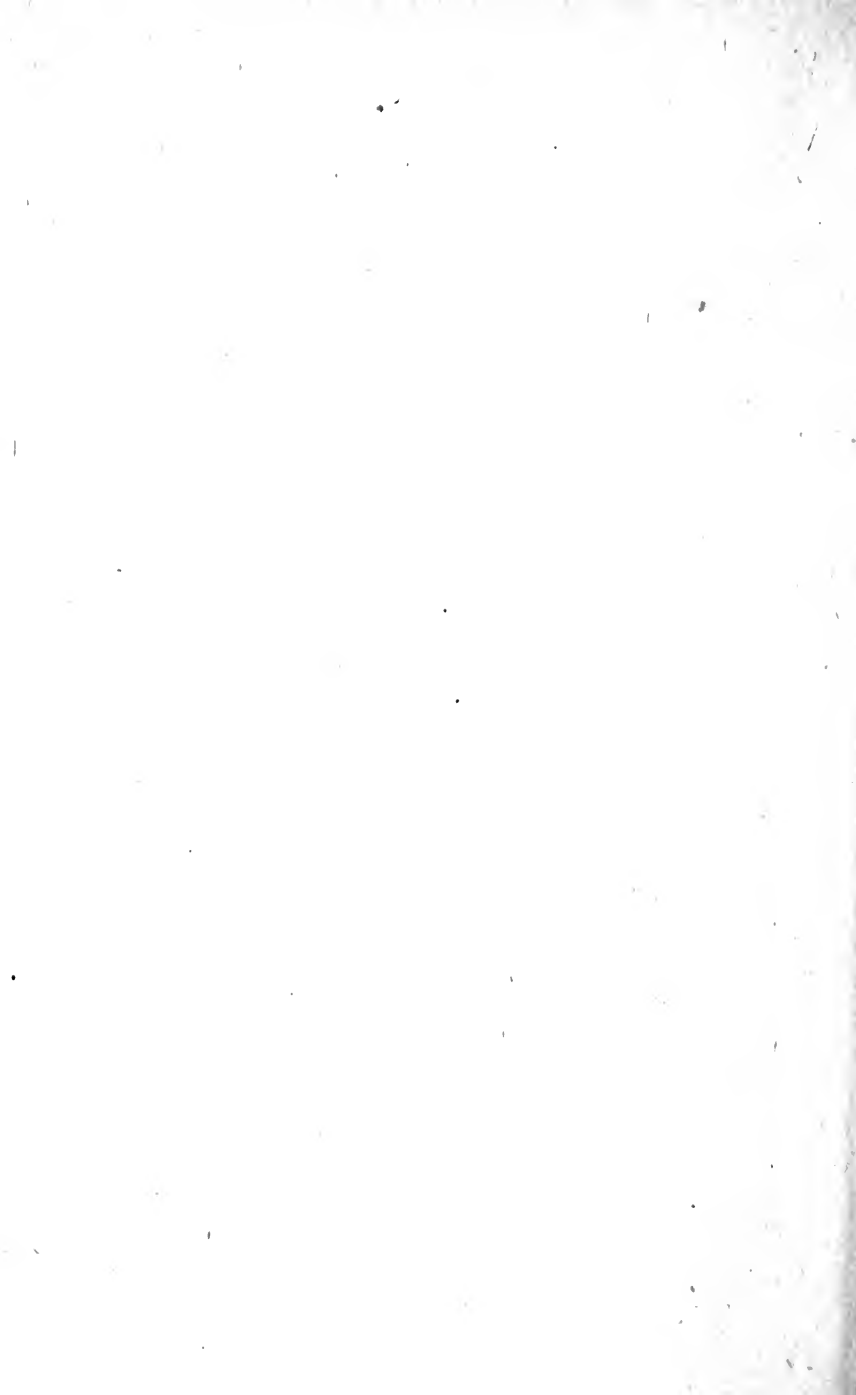
21. What rules has an army storeskeeper to guide him in locating and arranging a storeroom?

22. Compare the functions and physical aspect of the following storehouses: (a) an arsenal with an ordnance depot in the theater of operations; (b) a quartermaster depot in the service of the interior with a quartermaster depot in the theater of operations; (c) a regimental storehouse at a mobilization camp with a trench dump.

c) Development of Classification and Symbolization.

1. Define classification and symbolization.
2. "The first step in a classification of stores is to determine the groups into which the various items logically fall." What would be the basis of grouping: size, use, material, initial letter of name, or what else? What determines the classification of Quartermaster Corps articles; of Ordnance Department articles?
3. What is a "functional classification" of stores? Is it desirable?
4. "The mere classification of stores leads at once to a careful consideration of the real needs of the business and an immediate adjustment to requirements." Comment.
5. Why is it necessary to have symbols for stored articles? Why not list them, issue them, etc., by name and description? What is the main purpose of symbolization? Is it as important in the Army as in business? for clothing as for munitions?
6. What methods of symbolization are used in common business practice? What method is used for quartermaster stores? for ordnance stores? for raw material stores at arsenals? In cases where an army storeskeeper has no system set for him, what considerations would influence his choice of a system?
7. What numerical systems of symbolization are available? What are their advantages? and disadvantages?
8. "The requisites for a good system of symbolization are simplicity, brevity, definiteness, flexibility, conformity to other symbol systems." How does the mnemonic system meet this test?
9. For what do letters of the alphabet stand in the Taylor mnemonic classification? How are stores for a variety of purposes indicated? How are dimensions indicated?
10. Does a letter mean the same at the beginning of a mnemonic symbol as when used within the symbol? Does a long mnemonic symbol mean a part? What does a dash indicate?
11. "The mnemonic symbolization of stores is impracticable where a large variety is carried." Why or why not? Where in government stores handling are mnemonic symbols used? Do the results there bear out this criticism?
12. "If the stores are extensive, a book, plan, or written record showing the location of the stores is imperative." How would you arrange this finding list? How can such a method be made operative in field depots and semi-permanent camps which are likely to be established or moved on very short notice?





2. THE ROUTINE WORK OF THE STORES DEPARTMENT.

a) *Receiving.*

1. What are the storeskeeper's duties on receipt of goods? Will his duties be, on the whole, different in handling government stores?

2. What items should a checker of incoming material watch for?

3. "The storeskeeper or his receiving clerk should not receive anything unless he has a copy of the purchasing agent's order." Why? What paper will be the storeskeeper's guide for receipt of goods at a post? at an ordnance depot? at an arsenal?

4. "The receiving department should be advised as to vendor's name and kind of article expected, but not the quantity." What arguments can you give for and against this method of blind checking? Is blind checking ordinarily done in army stores receiving?

5. What procedure is necessary for reporting deliveries not in accord with order, claims for shortages, etc., (a) in the business world? (b) in the Quartermaster Corps work?

6. What is the storeskeeper's responsibility for testing materials? At which of the following places will the testing or inspecting function be important, and why: post or station, arsenal, Quartermaster Corps depot, ordnance depot? What is the duty of the quartermaster who discovers damaged subsistence stores in a shipment?

7. What procedure would you set up for returns to stores? What situations make returns necessary? Will you have this matter to deal with in government work? If so, where? What device is used for issuing articles which will probably be returned after a time?

8. Goods which will be used in only one department and for one particular purpose arrive at the factory. Should they be sent direct to the department concerned, or received in stores and thence issued to the department after checking, etc., according to the regular routine? If the first method is followed, how will the storeskeeper obtain accounting control of them? What is the procedure when a quartermaster depot purchases an order of goods for the use of one particular post, to fill just one requisition?

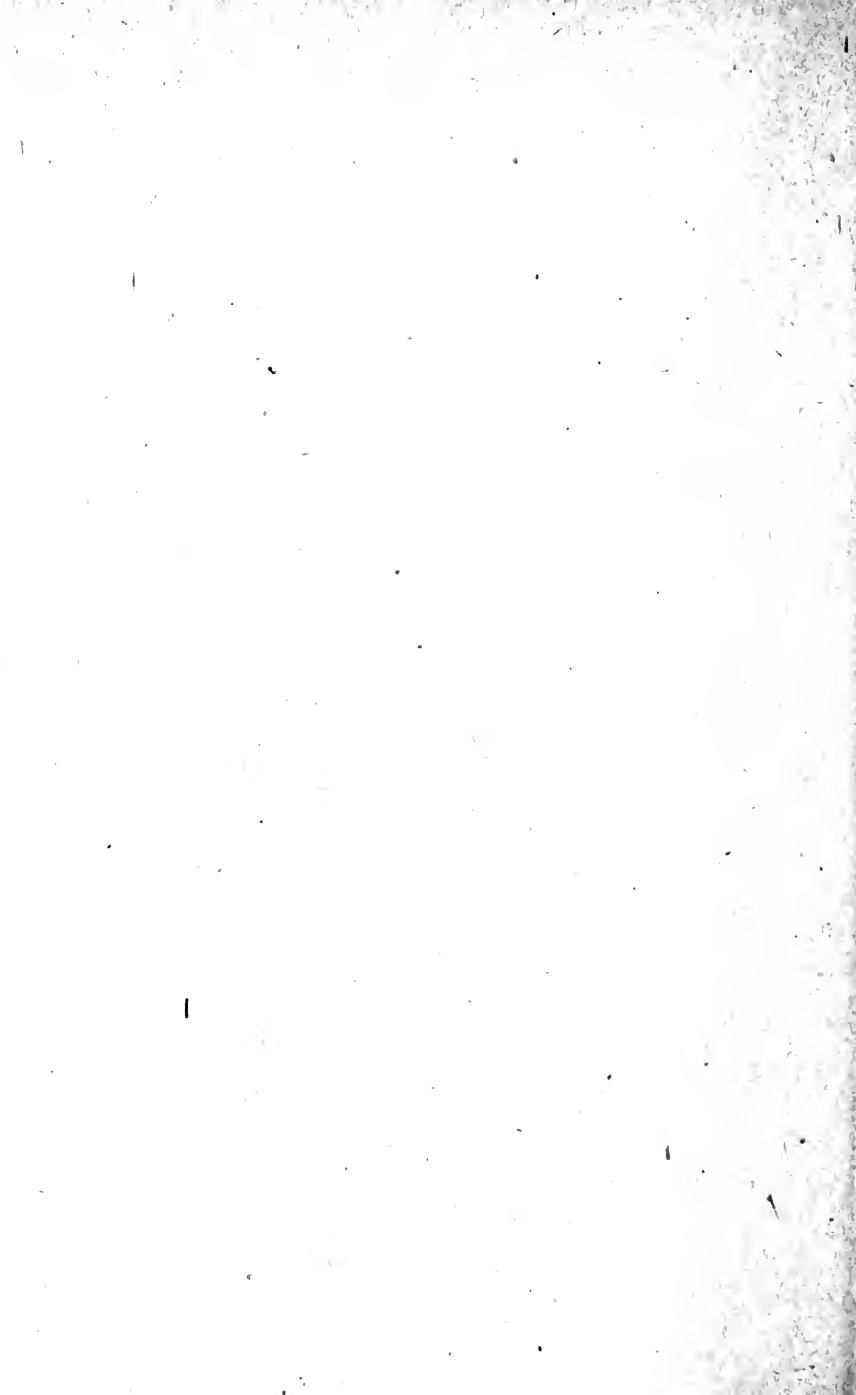
9. What forms are necessary for recording receipt of goods? For what sort of entry on the stores accounting books do they constitute the basis—debit or credit? What is a "goods received note"? a "stores received list"? a "goods received book"? Are any of these forms used in the receipt of army stores? If so, give the name and number of the forms.

10. Should receiving forms indicate the exact place in which the items specified are stored?

b) *Stowing.*

1. Define the following terms: stowing; item; lot; unit; article.
2. How can you "secure immediate accessibility of each lot of every item"? Can it be done in army stores handling?
3. Is it worth while for a business manager to give attention to such details as the position of articles in stores, uniformity or reversing of packages, position of labels; making and enforcing rules that goods should be stored in units in which issued; piling in rows or columns, to indicate the number of items at a glance, etc.? What would the "etc." include? Is it worth while for a commissioned officer to give his personal attention to such details?
4. The *Manual for the Quartermaster Corps* directs that supplies should be left in the original packages while in storage. Is this good storehouse theory? Why or why not?
5. What check should be placed on the use of aisle space for stowing? Why is columnar piling to be preferred to pyramidal? What is the advantage to be secured by the use of the standard rectangular unit?
6. "Stores should be so handled as to be accessible for inventory, free from vermin, overheat, dampness, pilfering." Are there any other considerations? Which of the factors mentioned would apply with greater weight to the Quartermaster Corps? to the Ordnance Department?
7. What special considerations will be involved in the selection of the places in which to store quartermaster supplies? ordnance materials?
8. What provisions should be made for fire protection in piling stores? What determines the height of piling?
9. What is concentration of stores upon the storehouse floor? How is it secured?
10. Describe the block warehouse system; the numeral system of storage. When is each used?
11. Describe the floor plan of the quartermaster clothing storage house.
12. What is the double-bin system? What are its advantages? its disadvantages? When the double-bin method is not used, how can you make sure that old stock is used first? Is anything gained by giving each lot a lot number?
13. Explain the working of the system of bin tickets and temporary tickets for stores ticklers. Is this system applicable to government stores?
14. Suggest mechanical devices (a) for automatically showing when the low limit of a lot of goods is reached; (b) for stowing goods.





15. What records must be made before a lot of received goods is stored?

16. For what articles is separate storage necessary in the Quartermaster Corps? in the Ordnance Department?

17. How should the following articles be treated for storage purposes: (a) small articles which are removed from original packages; (b) flour; (c) vegetables; (d) coffee, sugar, tea, and like articles; (e) potatoes; (f) bacon; (g) salt beef and pork; (h) leather; (i) gasoline; (j) oilskin clothing?

18. What articles are likely to absorb foreign odors? to become infested with insects? What are the remedies?

19. What is done with quartermaster stores that have deteriorated? How is accumulation of obsolete stores guarded against?

20. After reading the *Manual for the Quartermaster Corps*, Sections 2729-68 inclusive, draw up lists of all articles mentioned therein which should be stored (a) in the cellar; (b) upon the first floor; (c) above the first floor; (d) in separate warehouses.

21. Answer the following questions on the handling of explosives: (a) Why is cleanliness of storehouses important? (b) What effect has direct sun upon metal ammunition cases? (c) What are the special instructions for opening cases of explosives and for placing them in storage? (d) At what temperature do explosives become likely to explode without outside interference? (e) How often should stored explosives be examined? How much of this information should an army supply officer have at his finger-tips? Where can he find instructions on such matters?

22. Where is the information to be obtained concerning (a) methods of opening? (b) marking? (c) handling? (d) storage and care? (e) inspection of the following: (1) commercial detonators; (2) dynamite; (3) explosive D; (4) fuses and primers; (5) guncotton; (6) dry guncotton; (7) troto; (8) smokeless powder; (9) projectiles, filled and fused; (10) projectiles, filled but not fused; (11) fixed ammunition?

c) Issuing.

1. Explain the method of issuing stores by requisition (a) in business; (b) by a quartermaster depot to military posts; (c) to companies at a mobilization camp; (d) to officers of troops in the field. What are the advantages and disadvantages of having the foreman sign requisitions? the commanding officer?

2. Why are the workmen not given authority to select their own materials? Why are enlisted men not allowed to select (a) their ration? (b) their small-arms ammunition?

3. What kind of stores should be issued only upon the return of the last issue, when broken, or worn out? Name some kinds of articles with which this is done in army storeskeeping at the present time. Give the advantages of this method in war time.

4. What is issue of stores on standing orders? For what kinds of materials is this method used? Has the Army anything comparable? If so, what?

5. How does the use of "production order" or "bill of material" or "materials budget" or "work order" influence stores issue? For what kind of stores can such a system as this be used? How does this method depend upon the system of management? Is the bill of material a requisition? the bill of material used in army work?

6. How far should employees have access to stores? How much authority should the storeskeeper have concerning the issue of stores? Answer for (a) business practice; (b) subsistence stores; (c) army clothing; (d) pistols; (e) small-arms ammunition; (f) field artillery ammunition.

7. "It is necessary that someone be on hand at the storehouse at all times, including the noon hour." "It is well for the storeskeeper to have certain office hours for issuing material, devoting the rest of his time to records, etc." Which plan do you think better? What should army practice be (a) in ordnance depots? (b) at company storehouses in semi-permanent camps?

8. "Every article issued from the storeroom should go out on a requisition." "It is an excess of red tape to require a requisition for half a dozen screws worth perhaps two cents." Comment. Suggest a practical business scheme to have all issues accounted for on requisitions or other forms, and still avoid very small issues. How is this problem solved in army practice?

9. Would the same methods of issue accomplish equally good results in the cases of oil and waste, office supplies, raw materials, tools? for subsistence stores, waste for swabbing cannon, clothing, ammunition for cannon, small-arms ammunition?

10. Should the storeskeeper have any authority to see that no more stores are issued against an order than are required to do the work? Do the arsenals maintain such a check? How does the Quartermaster Corps guard against overissue to posts? the Ordnance Department?

11. How often are requisitions ordinarily made for quartermaster and ordnance stores at semi-permanent camps? at posts? in the field? State the method of compiling requisitions at semi-permanent camps. By whom are they presented to the divisional storehouses? What is the method of issuing rations? clothing? ordnance stores?

12. Is it necessary for a requisition to give the value of the articles asked for? Should the price be entered before the goods are signed



for? If not, should it be entered later? Answer for (a) business practice; (b) Quartermaster Corps; (c) Ordnance Department.

13. How are "current prices for issues" calculated? How changed upon receipt of new goods? What is their importance from the accounting point of view? the storekeeping point of view? the administration point of view? Answer for (a) business; (b) the Quartermaster Corps; (c) the Ordnance Department.

14. How are quartermaster supplies priced for sale: (a) subsistence stores for sale to families of enlisted men absent abroad? (b) subsistence stores to officers and enlisted men? (c) articles to civilian employees of the Army, Navy, or Marine Corps? (d) subsistence stores to other bureaus of the War Department? (e) subsistence stores to another executive department of the government?

15. What items of rent, interest, labor, and risk enter into the cost of stores? What bearing do these factors have on government pricing for sale?

16. Mention as many different methods of delivery from storeroom as you can. What has each to recommend it? How far does the character of stores, how far character of management, determine which method shall be used? Which is the determining feature in army stores handling?

17. What devices has the Ordnance Department devised for facilitation of receiving, stowing, and issue of stores? the Quartermaster Corps?

18. What mechanical devices are available for facilitating delivery of stores? How may you avoid confusion in movement of trucks in distributing material from the storeroom? What application of this idea has been made in the trenches?

19. "Stores issue transactions are more numerous than stores receipts." Why? What does this mean with reference to the work of the stores department? Will this statement hold for military activities?

20. What is the stores issue book? Why is it necessary? From what is it posted? Are details or summaries posted? Has the Quartermaster Corps or the Ordnance Department any form that performs a similar function? If so, answer the same questions for it.

21. "The object of recording each issue of stores in detail is not merely for statistical purposes." What other object can you mention? Answer for business practice; for the Army.

22. What entries are made on the bin tag when stores are delivered? What other entries are made in carrying out the different duties of the storeskeeper?

23. Are stores issued on memorandum receipts in the Army entered on the item cards? If not, how is a record kept of materials out on memorandum receipts?

3. ACCOUNTING FOR STORES.

a) *Balance of Stores.*

1. Define: stores account; control account; stores ledger; subsidiary stores account; stores item account; balance of stores sheet; item card. Which accounts appear in the financial accounting system, as distinguished from the stores accounts, which are merely for purposes of administrative control? Which of them are used in accounting for the stores of the Quartermaster Corps or the Ordnance Department? What is the name and number of the form in each case? What is the relation of such forms to the property returns of the Quartermaster Corps and the Ordnance Department?

2. Are the stores item accounts anything more than perpetual inventory records? Answer also for government accounting.

3. "The stores item accounts or individual stock sheets are not essential from a purely accounting point of view." What is their value? What corresponds to them (a) in the Quartermaster Corps; (b) in the Ordnance Department?

4. In a proper stores system would you have an item card for each item of stores? What is the situation in the Ordnance Department? in the Quartermaster Corps?

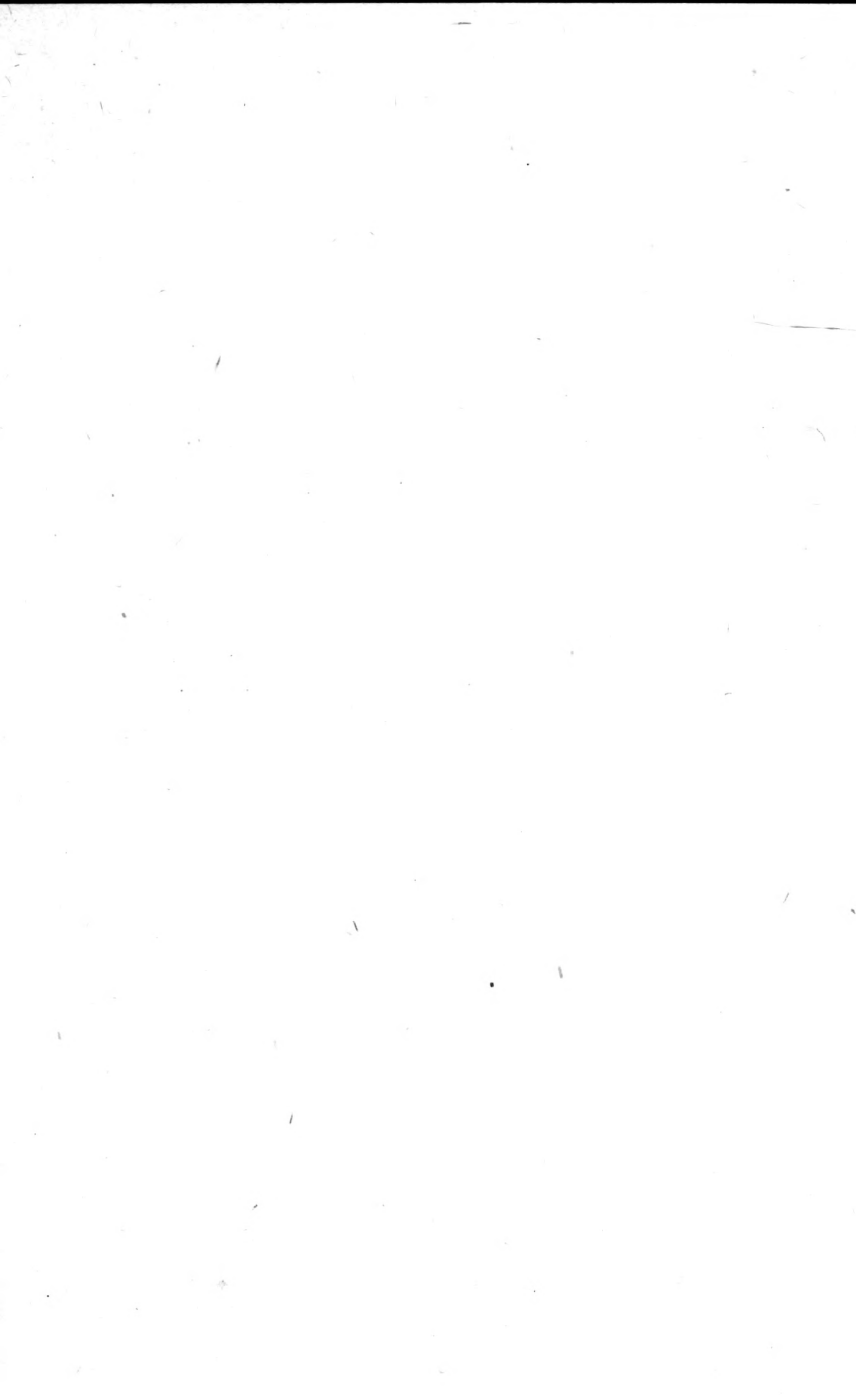
5. What are the advantages of cards for stores records? of loose-leaf ledgers? Which is used by the Quartermaster Corps? by the Ordnance Department? Does the form used vary with the nature of the items accounted for? Cite examples on quartermaster and ordnance accounting.

6. Who should keep the balance of stores sheets? Why? Is stores accounting done in the stores department, the accounting department, or both? Where is it done for army stores in (a) Quartermaster Corps? (b) Ordnance Department?

7. What entries must be made in stores ledgers? Upon what authority?

8. What reports, forms, etc., furnish data for entries of material received? To what are receipts posted? Answer for (a) business; (b) arsenal storehouse; (c) ordnance depot; (d) quartermaster depot; (e) subsistence stores. Answer the same questions for issues.

9. Outline the procedure for posting stores item ledger cards. Why should an item ledger card of a balance of stores sheet have a space for registering quantities on order from supply firms and quantities appropriated to production orders as well as balances?

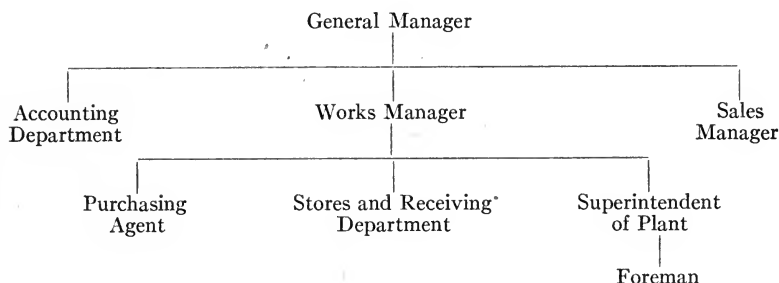


available? Does the Ordnance Department balance of stores sheet have these features? the Ordnance Department item card? the Quartermaster Corps item card?

10. How will the ordnance storeskeeper find the amount against which he may draw at any particular time while using the balance of stores sheet (Form 2600)? How will he find the number of articles in the bin?

11. Through what accounting record will the debits to the balance of stores sheets or the item cards reach the general ledgers? How will the credits find their way to the general ledgers?

12. You have the organization outlined below. What would be the routing and disposition of these forms: (a) purchase requisition; (b) purchase order; (c) requisition by foreman on stores department; (d) stores credit slip for goods returned to stores by foreman? (Use a separate copy of the form for each person through whose hands the form passes.)



13. Construct a chart showing the relations of the various books and forms named here: purchase requisition; purchase order; invoice; materials received sheet; purchase journal; balance of stores sheet; stores account in the general ledger; bill of material; stores requisition; cost sheet; manufacturing or burden journal.

14. Compare and contrast Adjutant General's Office Form 599 and a balance of stores sheet in use at a "Taylor" plant. Account for the difference.

15. Should the principles underlying the methods employed in accounting for stores in business be different from those in use in the Army? Why or why not?

b) *Perpetual Inventory.*

1. "Stock cards or balance of stores sheets when properly handled enable a perpetual inventory to be kept." What is a perpetual inventory? What is its relation to the item cards or stores sheets?

Of what value is it (a) in business practice? (b) in the Quartermaster Corps? (c) in the Ordnance Department?

2. "The whole scheme of stores accounts centers around the perpetual inventory." How?

3. "Continuous inventory is a better term than perpetual." Why? What are the advantages of "continuous inventory with frequent verifications of important materials"?

4. "If it be found by daily checking of nearly exhausted lots that record is being accurately kept and the books agree with stock on hand, it may be permissible to dispense with future physical inventories entirely." Does this seem to you a wise practice? Is it permissible in handling government supplies?

5. Is a "record tag" or "bin ticket" a substitute for the perpetual inventory in the office, or is it a supplementary duplicate?

6. How should stores be valued for inventory—at cost or at the market price? If at cost, what is your definition of cost? Answer for business practice; for the Quartermaster Corps; for the Ordnance Department.

7. Think back over the questions raised concerning the price of *issues*. Are those questions applicable to inventory? Should the same pricing be used for issues, inventories, and balance of stores? Give reason for your answer. Apply to the Quartermaster Corps and the Ordnance Department, using any regulations with which you may be familiar.

8. Are Quartermaster Corps Forms 200 and 219 examples of "continuous inventory" forms? Are Ordnance Department Forms 15, 17, and 18 examples of "continuous inventory" forms? Why or why not?

9. Trace on the charts found on pages 115 and 116 the routing of the papers involved in procurement and distribution of supplies at an ordnance depot.



CHAPTER VI

MISCELLANEOUS MILITARY INFORMATION NECESSARY FOR SUPPLY MEN

- A. Military Courtesy and Deportment
 - B. Military Correspondence and Orders
 - C. Military Law
 - D. Civilian Employees
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A. Military Courtesy and Deportment.

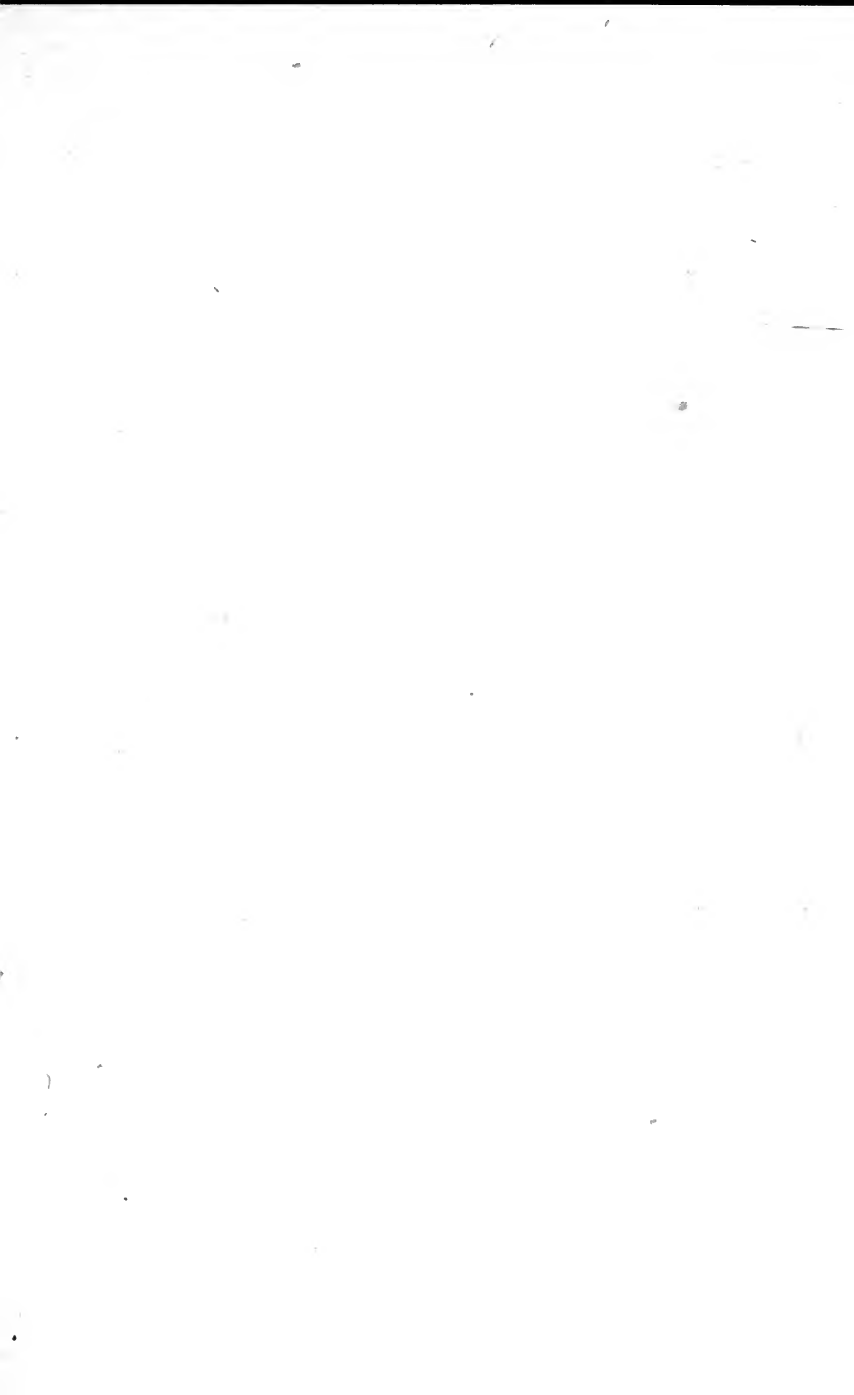
"Courtesy among military men is indispensable to discipline; respect to superiors will not be confined to obedience on duty, but will be extended on all occasions" (A.R., § 4).

READINGS

- A.R., §§ 377-90, 392-392 $\frac{1}{2}$, 406, 437. The primary authority on the subject; but other works give helpful interpretations.
- U.S. War Department: *Infantry Drill Regulations, United States Army, 1911, Corrected to February 12, 1917*; §§ 58, 93-94, 784, prescribe the ways in which salutes shall be rendered; §§ 766-68 explain the meaning of "the color"; §§ 26, 682, and 758-66 duplicate some of the paragraphs of A.R.
- U.S. War Department: *Manual for Noncommissioned Officers and Privates of Infantry of the Army of the United States*, chap. i. A fairly comprehensive treatment of the subjects of courtesy and discipline.
- Moss, Maj. J. A.: *Manual of Military Training*, 2d rev. ed., pp. 549-61. A 1917 publication, and probably the most satisfactory single reference.
- : *Officers' Manual*, pp. 58-66. Less comprehensive than the foregoing title, but arranged for ready reference.
- : *Noncommissioned Officers' Manual*, pp. 99-108. An expansion of the War Department's *Manual*.
- : *Privates' Manual*, pp. 96-119. Similar to the N.C.O.'s *Manual*.
- Ellis and Garey: *The Plattsburg Manual*, pp. 17-19, 31-32, 56-57, 194-95. Contains photographs illustrating correct and incorrect methods of saluting.
- Stewart, Maj. M. B.: *Military Character, Habit, Deportment, Courtesy, and Discipline*. A compilation of relevant material.
- Waldron, W. H.: *Night Operations*, pp. 22-24. Questions and answers.

QUESTIONS

1. When should salutes be exchanged between officers?
2. If two officers meet, do they salute simultaneously?
3. Under what conditions, if any, will the officer senior in rank salute first? At a regimental parade, when Maj. Doe reports his battalion to the regimental adjutant, Capt. Roe, who should salute first? Why?
4. When should salutes be exchanged between officers and enlisted men not in a military formation? What rule determines who shall salute first?
5. What salute should you render if you are outdoors, armed with a rifle? indoors, armed with a rifle? How should the terms "indoors" and "outdoors" be interpreted?
6. How should you salute if outdoors, unarmed? if outdoors, armed with side-arms?
7. Should you salute an officer if indoors, unarmed? if indoors, armed with side-arms?
8. Are salutes rendered by, or to, military persons in civilian dress?
9. Should a private salute a sergeant or a corporal?
10. If an officer enters a room where there are several enlisted men, what notice should be taken of his entry?
11. What should an enlisted man do if an officer approaches while he is seated, outdoors?
12. Assume that you (a private) are standing in front of the Post Exchange talking with some comrades. An officer approaches you and you exchange salutes, after which you resume your conversation. After a few moments you look around and observe that the officer is still there and is looking toward you. Should you repeat the compliment?
13. Assume that you are walking down the aisle in a theater and meet an officer. Should you salute? If you are seated in the theater, during the performance, and happen to catch the eye of an officer who is seated near you, what is your duty? Would your duty on a train or street car differ from your duty in a theater?
14. Assume that you are seated in a crowded street car and that an officer enters. What should you do?
15. If you pass an officer in a hotel lobby, should you salute?
16. Assume that you are in ranks and that an officer addresses you. How should you indicate that you have heard him?
17. Should an enlisted man who is at work salute an officer?
18. If enlisted men are at mess and an officer enters, what is their duty?



19. Assume that you are dining in a hotel or restaurant and that an officer enters the room or passes near your table. In what manner, if any, should you take cognizance of his presence?

20. "Salutes are not rendered when marching in double time or at the trot or gallop." How should this rule be interpreted?

21. If you are riding in a wagon and pass an officer, should you salute?

22. What should you do if you pass an officer on a staircase?

23. Should a soldier of the Ordnance Department salute an officer of the Infantry? of the Signal Corps? of the Navy?

24. Assume that you are walking down State Street and meet an officer of the National Guard, in uniform. The National Guard has not, at this time, been mustered into the federal service. Should you salute him?

25. Should you salute an officer of the Officers' Reserve Corps not on active duty?

26. Should you tip your hat to a lady, or salute her?

27. What is the proper saluting distance?

28. How is the hand salute executed? the rifle salute? the sabre salute?

29. Are compliments paid by troops on the march? in the field? in the trenches? at drill? on the service of security?

30. Should sentinels on post, doing interior guard duty, salute? If so, in what manner? If not, why not?

31. If two commands meet, what compliments, if any, should be paid by their commanders?

32. In what manner will a commander of a detachment salute an officer of higher grade? of equal or inferior grade?

33. What does the term "color" imply, in military parlance?

34. What is the distinction between the "cased color" and the "uncased color"?

35. When the uncased color passes an armed body, what honor is paid it?

36. What honor is paid the uncased color by officers and enlisted men who pass it (a) when in uniform, covered or uncovered? (b) when in civilian dress, covered? (c) when in civilian dress, uncovered?

37. When the national anthem is played at any place and a soldier is present (not in formation), what honor should he render (a) if in uniform, covered or uncovered? (b) if in civilian dress, uncovered? (c) if in civilian dress, covered?

38. What honor is rendered at a ceremony by a command *under arms* when the national anthem is played? when *not under arms*?

39. Suppose that you (a soldier) are present upon an official occasion when "The Marseillaise" or "God Save the King" is played. Should you pay any honor?

40. What rules apply when "To the Color" or "To the Standard" is sounded?

41. Describe the ceremonies of reveille and retreat, stating explicitly what respect is observed by officers and enlisted men out of ranks.

42. What civilities are paid by (a) an officer arriving at the headquarters of a military command, post, or station? (b) by an officer arriving for duty? (c) by a subordinate officer reporting for duty?

43. Where are official calls made? social calls?

44. If you accompany an officer who is your senior, on which side of the officer should you walk or ride?

45. "A private should always address an officer in the third person." Frame a sentence or two illustrating the use of the third person. Should a private use the third person in referring to himself, when in conversation with an officer?

46. If you address X. Y. Jones, a sergeant of Ordnance, is it proper for you to call him "Jones" or "Sarge"? If not, how should you address him?

47. Assume that you have been detailed for duty as orderly. What should you say when you report for duty?

48. When an officer, or noncommissioned officer, gives you (a private) instructions, what should you say to denote that you have heard and understood the instructions?

49. If an officer asks you (a private) your name, what should you say in reply?

50. Assume that your captain has given you a message to deliver to Sgt. Jones. What should you do after having delivered the message?

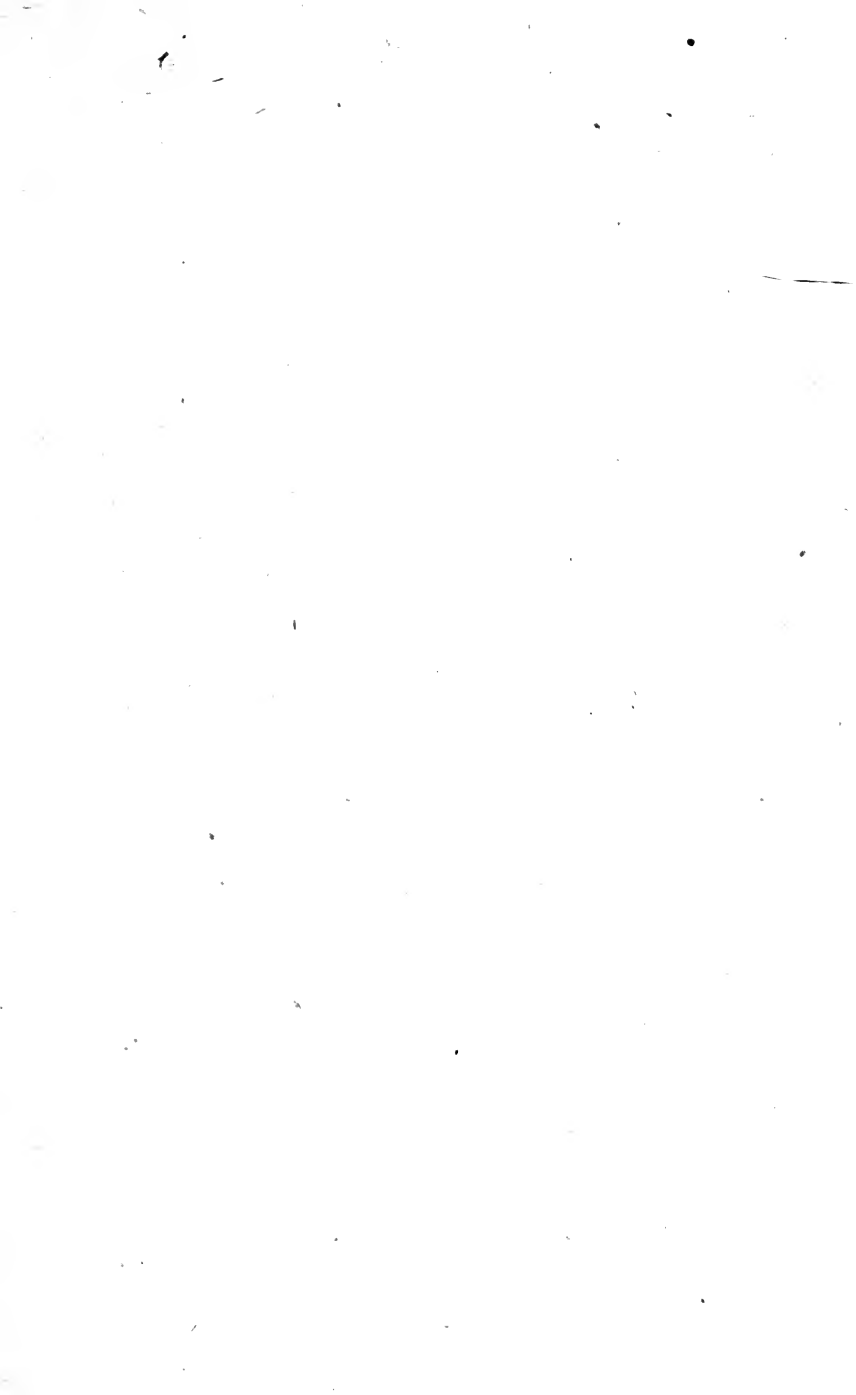
51. If you are out of ranks and your name is called by an officer who is at some distance from you, how should you respond to the call?

52. Assume that you are sent to the office of Col. Doe to deliver a message. How should you enter the office? How deliver the message? How leave?

53. What form of expression should you use in presenting a message from Capt. Roe to Lt. Brown? from Capt. Roe to Maj. Smith?

54. If you wish to make a complaint about your clothing, how should you proceed?

55. If you think that a noncommissioned officer has exceeded his authority in giving you a certain order, should you obey the order, or are you privileged to make immediate complaint?



56. What care and attention should a soldier give to his dress?
57. Is it ever permissible for a soldier to stand or walk with his hands in his pockets?
58. Is it proper, when in uniform, to wear watch charms, chains, etc.?
59. May any part of the uniform be worn with civilian dress?

B. Military Correspondence and Orders.

1. *Correspondence.*
2. *Orders.*

The two principal types of military communications are correspondence and orders. Owing to the special needs of army work, a great degree of standardization has taken place with respect both to form and to channels of transmission, with the intent of (a) saving the time of all concerned with a letter or order, (b) minimizing the chance of a misinterpretation of the meaning, (c) insuring arrival at the destination, and (d) fixing responsibility.

I. CORRESPONDENCE.

READINGS

A.R., §§ 775-90, 834-39, 1184-93. General regulations.

U.S. War Department: *General Orders No. 23, 1912*, entire. Contains the authorized "Correspondence Model" and explains the system of army correspondence.

——: *Compilation of General Orders, etc., 1881-1915*, §§ 174-85. A reprint of G.O. No. 23.

——: *General Orders No. 40, 1916*, § 38. A list of authorized abbreviations of military terms.

F.S.R., Appendix 9. A list of abbreviations.

Q.M.C.M., §§ 288-353, Appendix 27. A restatement of much of the material listed above.

Moss, Maj. J. A.: *Army Paperwork*, §§ 6-80. The most complete single reference on the subject including numerous model forms and valuable hints as to filing. No list of abbreviations is given.

Waldron, Maj. W. H.: *Company Administration*, pp. 96-99. Deals briefly with company correspondence.

QUESTIONS

1. "Communications, whether from a subordinate to a superior, or vice versa, will pass through intermediate commanders." How should this rule be interpreted? Are there any important exceptions?

2. How should an army officer address a communication intended for the Secretary of War? a communication intended for a bureau of the War Department? Why?

3. Need all communications be forwarded to the Adjutant General of the Army simply because addressed to him?

4. Why may official communications sent to the office of the Adjutant General of the Army be addressed through him to some other destination?

5. In the case of communications sent to the office of the Adjutant General of the Army, how may one express his desire to have the paper disposed of in a specific way?

6. "It is directed that all official communications relating to money or property accountability between officers of the Quartermaster Corps, and all receipts, invoices, etc., sent by them, be addressed to the proper office rather than to the officer by name." Why should not the communication be addressed to the officer by name?

7. Should an official communication intended for the commanding officer of an organization be addressed to the commanding officer himself or to the adjutant on his staff?

8. Assume that you have to address an official communication to John Doe, formerly a major of volunteers, but now a captain in the regular Army. By what title should you address him?

9. Is an envelope addressed "Recruiting Officer, U.S.A., Indianapolis, Ind.," correctly addressed?

10. Which is the correct address—"Department Quartermaster, Eastern Department," or "Col. John A. Smith, Department Quartermaster, Eastern Department"?

11. What is the permanent address of all officers of the army?

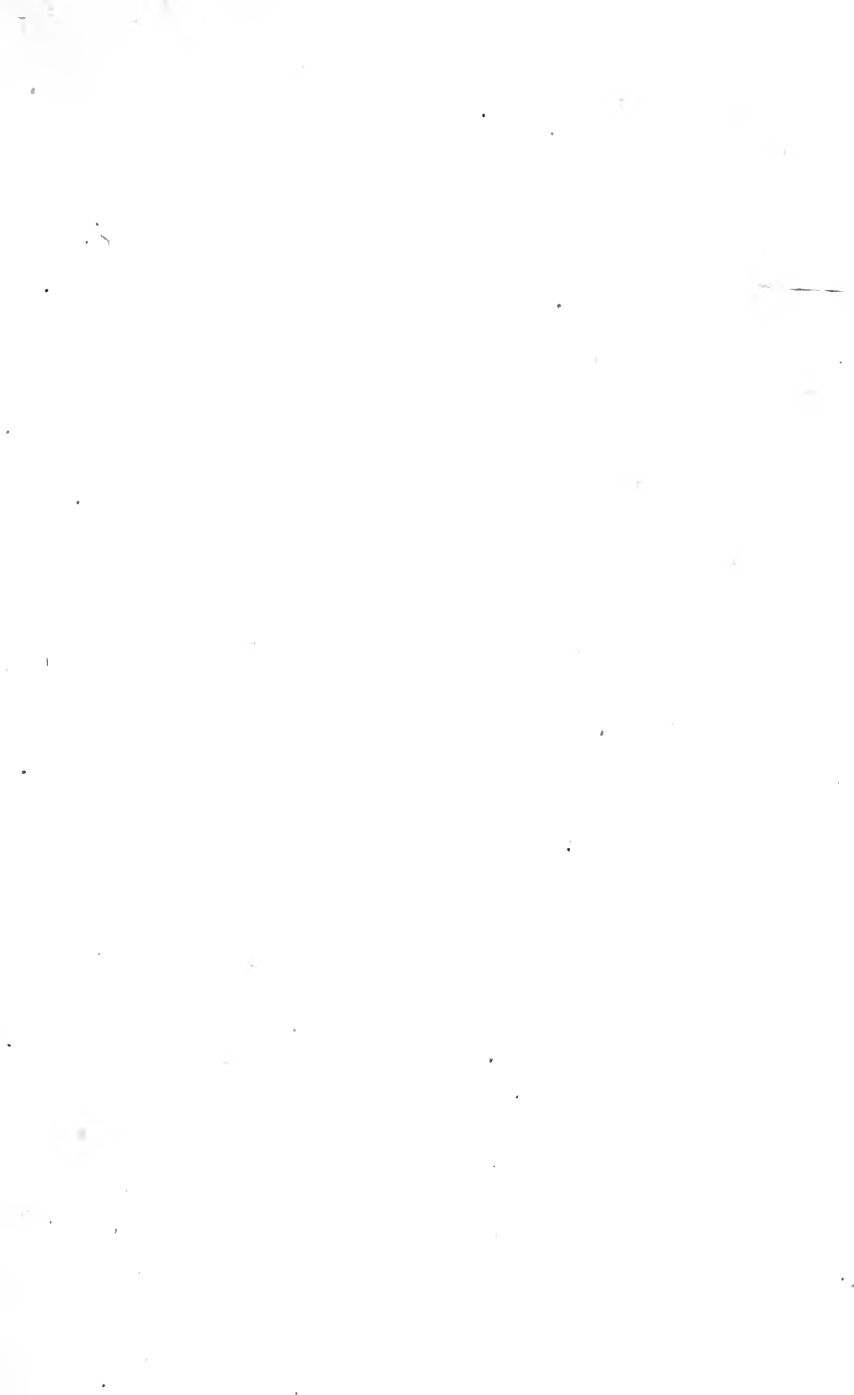
12. When an officer receives a communication to which it is impossible to make full and prompt reply, what should he do?

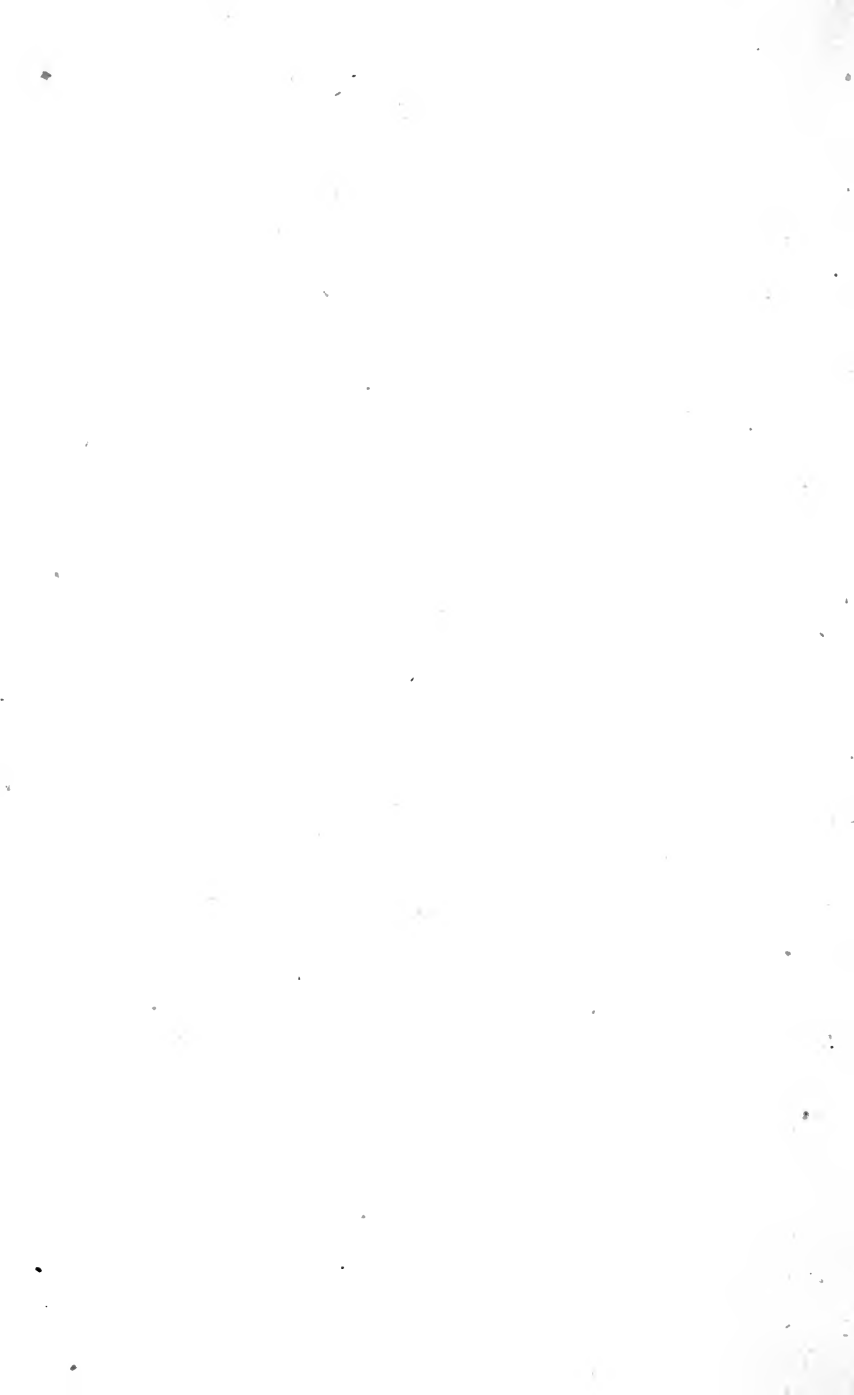
13. What is the meaning of the word "confidential" when placed on communications from the War Department? What precaution should be taken to reduce the possibility of confidential communications falling into the hands of persons other than those for whom they are intended?

14. "An official letter should refer to one subject only." Why?

15. What is included in the heading of a military letter? Write the proper heading for a letter from the commanding officer of Battery B, 149th Field Artillery, assuming that the letter was written on August 20, 1917, while the regiment was stationed at Fort Sheridan, Illinois.

16. Explain the number appearing in the upper left-hand corner of an army letter.





17. What is meant by briefing a letter? How much of the letter page is devoted to the brief? Must all official letters be briefed?

18. What is the difference between "your attention is called to" and "your attention is invited to," as these phrases are used in military correspondence?

19. Is it required that an officer signing a communication should state his rank, and regiment, corps, or department, after his name, or should his title appear elsewhere?

20. When must an officer himself sign a communication? When may a staff officer sign for him? Which staff officer, ordinarily, would perform this duty?

21. What are the rules applicable to the following matters: numbering of paragraphs, the use of rubber stamps, the use of colored inks, the use of ceremonial forms, office marks, folding, inclosures, numbering pages? In each case tell the purpose back of the regulations.

22. "Officers who forward communications will indorse thereon their approval or disapproval, with remarks." What information will always be included in an indorsement? Where should indorsements be placed? Must the full name of the writer be attached to each indorsement? If there is insufficient room for indorsements on the sheet of a letter, where must they be placed?

23. "All letters and indorsements that are typewritten, excepting letters of transmittal, reports of taking leave of absence, periodical reports and other communications of a similar nature will be made with two carbon copies." What disposition is made of the copies?

24. Contrast the merits of the "card record system" of filing letters and documents and the "War Department Correspondence File."

25. What are penalty envelopes? What indorsement and statement do they carry? Must these be printed? To whom may penalty envelopes be furnished, and what are the restrictions upon their use?

26. If several communications for the same person or office are to leave about the same time, would you give each a separate envelope?

27. When is an officer allowed to use telegraph or cable instead of mail for official communications? Must all telegraphic messages be coded or enciphered? What omissions and condensations are allowed in telegrams? What is the word-limit for ordinary messages?

28. May an officer use a commercial blank in sending official telegrams? If so, how should it be marked?

29. When a telegram on official business is sent "collect" by a private individual, will the charges be paid by the government? How are such payments made?

30. When it is questionable whether a telegram is on official business, or whether the telegraph should have been used, what should the officer sending the message do? If this explanation is not satisfactory, what is the consequence?

31. Rewrite the following letter and indorsement, making necessary alterations, deletions, and corrections.

HDQ. DEPT. OF THE EAST

April, 1917

TO: Capt. Henry Jones, Q.M.C., Q.M., Fort Hamilton, New York.
 FROM: Commanding General, Department of the East.
 SUBJECT: Inspection of forage, rations, and animals intended for troops of National Guard of New York.

I have the honor to request that you submit to this office, not later than May 3, 1917, a report on the forage and fuel delivered at your post during the month of April, 1917. Report to show method of procurement; dates of delivery; quality; quantity remaining on hand at date of report.

Probable needs of garrison for remainder of fiscal year will also be shown.

You are also advised that report of animals and means of transportation for month of March has not been forwarded this office as required by regulations.

Very respectfully,

HENRY JAMES

Adjutant General

1ST INDORSEMENT

Captain Henry Jones, Quartermaster, Ft. Hamilton, N.Y. To Commanding General, Department of the East, 21 April, 1917.

1. Returned.

Required report is inclosed herewith.

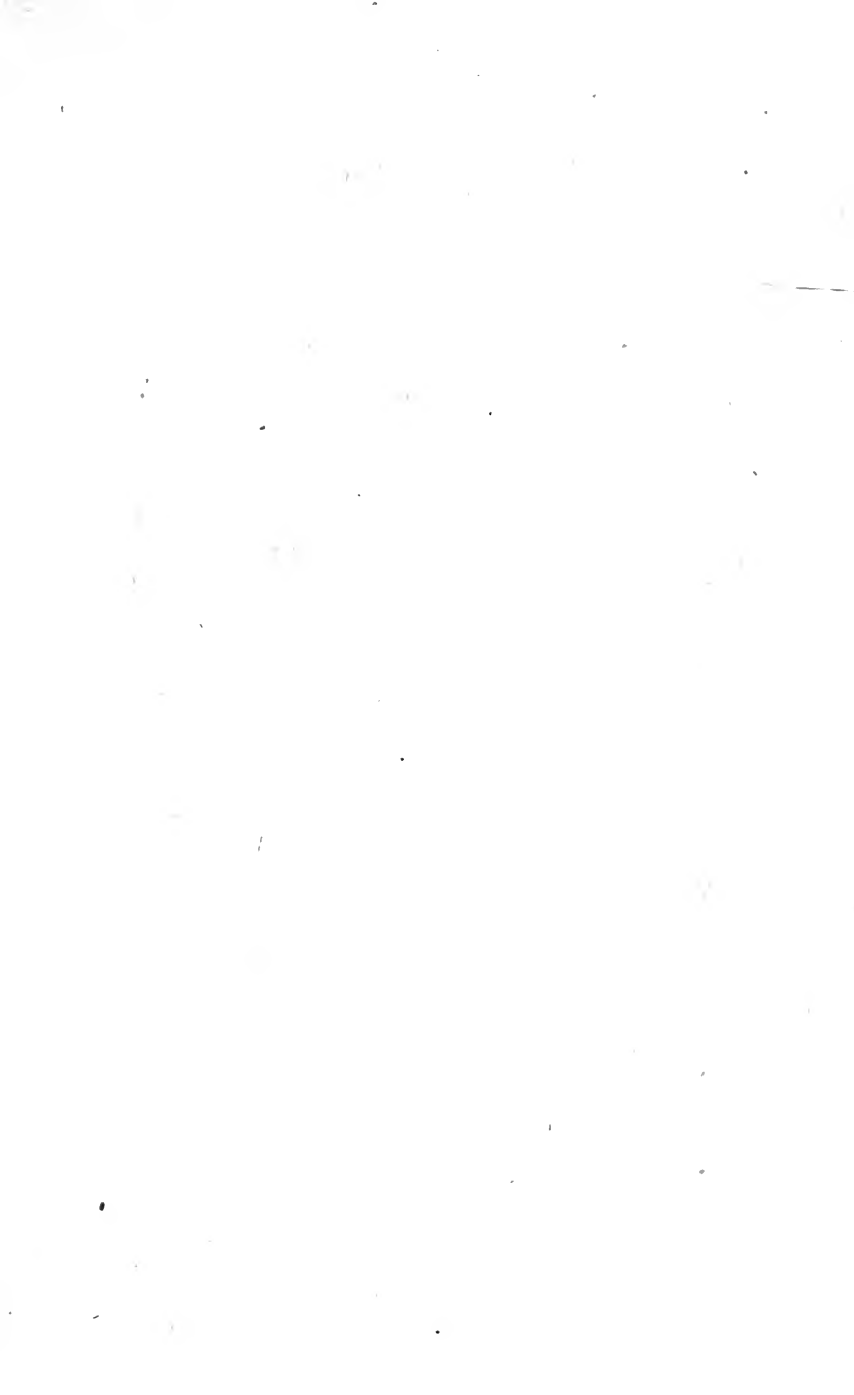
Report of animals and means of transportation was forwarded your office April 3d.

Very respectfully,

HENRY JONES

Captain, Q.M. Corps, Quartermaster

32. Assume that you as purchasing quartermaster have been purchasing considerable supplies from the T. A. Mfg. Co. of Philadelphia, Pennsylvania, and that on May 1, 1917, you received a letter from them, containing a complaint to the effect that vouchers, covering these supplies, have in no case been accompanied with a return penalty envelope, properly addressed. Prepare your answer to the T. A. Mfg. Co. in the form of a letter.





33. State wherein you believe the following letter to be faulty.

WASHINGTON.....1916

FROM: The Quartermaster General of the Army.
TO: The Depot Quartermaster, Jeffersonville, Indiana.
SUBJECT: Supply of Concentration Camp.

1. You are hereby informed that a concentration camp for troops of the National Guard, which it is proposed to call into the service of the United States, is to be established at North Vernon, Indiana. It is desired that you take steps looking to the prompt filling of requisitions for subsistence and supplies for this camp.

By direction:

X. Y.

34. Rewrite the following telegram on the form below it, making necessary deletions and alterations, also proper notation assuming that you desired delivery of the telegram within 24 hours.

FORT HENRY, MD.

April 30, 1917

Western Union.....Rush.....Collect.....*John Roe*
Capt. Q.M.O.R.C. Commanding General, Department of the East, New York
City.

I have the honor to request that a captain of the Quartermaster Corps, U.S. Army, be sent to this post at the earliest possible date for duty as assistant to Major Doe, Q.M.C. An officer having previous experience in construction work is preferred for this duty.

Very respectfully,

JAMES K. ROE

Colonel, 27 Cavalry, Commanding

WAR DEPARTMENT—OFFICIAL TELEGRAM

No.....

(Sent from)

(Date).....191

QUARTERMASTER CORPS UNITED STATES ARMY

The.....Telegraph Company

Will please transmit the following message by telegraph and promptly deliver the same to the party addressed.

J. B. ALESHIRE

Quartermaster General, U.S.A.

I certify that the following telegram is on OFFICIAL BUSINESS, and necessary for the public service.

.....
.....

2. ORDERS.

- a) *General Rules.*
- b) *Letters of Instruction.*
- c) *Routine Orders.*
- d) *Field Orders.*

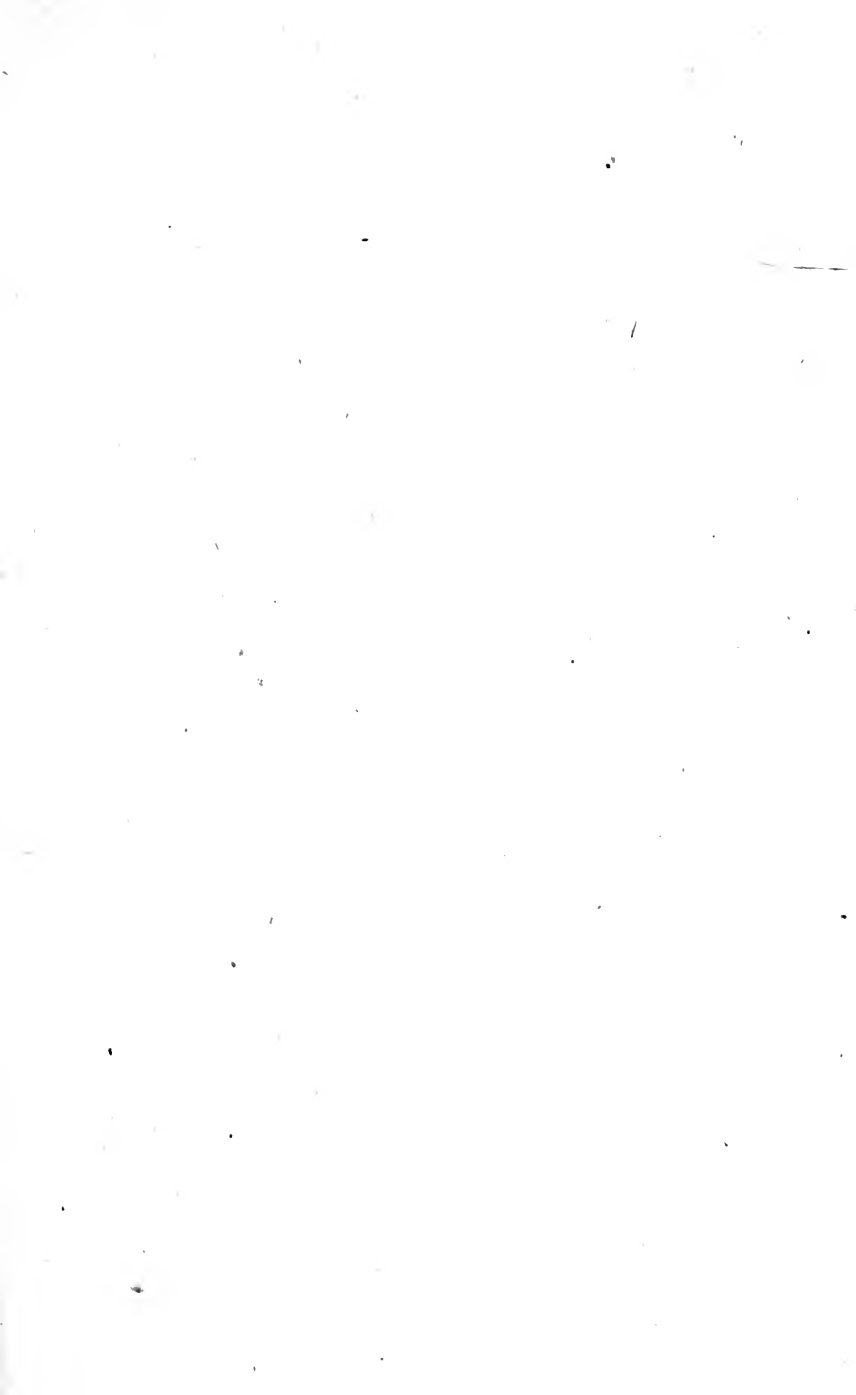
“Clear and decisive orders are the logical result of definite and sure decisions and are the means of transforming the decision into action.”

READINGS

- A.R.*, §§ 775-90. Rules of general application and classification of orders.
F.S.R., §§ 84-94, orders; Appendix 3, forms of complete field orders. The best reference for field orders.
- Moss, Maj. J. A.: *Army Paperwork*, §§ 81-88, 126-50, 162-68, 177, 219. The best discussion of routine orders, illustrated by numerous model forms.
- U.S. War Department: *Infantry Drill Regulations, United States Army, 1911, Corrected to February 12, 1917*, §§ 36, 290-94, 379-83, 635, 638, 699-703. Rules governing combat, march, and halt orders.
- Bishop, Lt. Col. H. G.: *Operation Orders, Field Artillery*, pp. 7-21. A brief consideration of field orders.
- Bond and McDonough: *Technique of Modern Tactics*, pp. 37-44. A succinct statement of the principles underlying field orders.

QUESTIONS

1. “A military order is the expression of the will of a chief conveyed to subordinates.” Is the method of expression prescribed?
2. Into what three general classes may military orders be divided? What, in brief, is the purpose of each class?
3. “An order will state the source from which it emanates, its number, date, place of issue, and the authority under which issued.” Why is each of these details necessary?
4. An order “may be put in the form of a letter addressed to the person concerned through the proper channel.” If in the form of a letter, would it contain a brief? Would it be indorsed? What is meant by “the proper channel”?
5. “Orders and instructions will be transmitted through intermediate commanders, in order of rank. . . .” Is this always the case?
6. To whom will orders for a body of troops be addressed? Will the address name the office or the individual? In what manner, ordinarily, will orders which affect a command be communicated to the troops?





7. "Oral orders are sent by messengers in cases of necessity only, and when so sent rarely contain more than one definite mandate." Why?

8. "Important oral orders are recorded as soon as practicable after issue." Why is this considered necessary?

9. When should an order be signed "By command of"? When "By order of"?

10. What are letters of instruction? By whom are they issued?

11. What officials issue general orders?

12. Contrast the classes of instructions contained in general orders and special orders.

13. "When issuing field orders, a commander should indicate clearly *what* is to be done by each subordinate, but not *how* it is to be done." Why, or why not?

14. "Orders issued by subordinates should not be mere repetitions of those from higher authority with additions of their own." Why, or why not?

15. Which field orders are usually written and which oral?

16. What precautions should be taken against error in the use of geographical names in field orders?

17. How would you designate the road running from Mount Forest to Sag Bridge through Willow Springs?

18. Criticize the following forms of expression:

a) "You will establish the camp to the right of the school-house."

b) "You will deploy your command on the right bank of the stream."

c) "The small-arms ammunition will not be forwarded with the howitzer ammunition."

d) "You will attempt to dislodge the enemy from Hill 201."

e) "You will occupy Hill 275. It is preferable for you to take up your position at this point rather than on Hill 280, because the latter would be more difficult to defend."

19. "The term 'right flank' refers to the right of a command when facing the enemy." Assume that the army corps of General Doe is the right flank of the Army when facing the enemy. How would you refer to this corps when it is retreating?

20. "To enable the will of the commander to be quickly understood, to secure prompt co-operation among his subordinates, and for ready reference, field orders are required to follow a general form." What are the parts of a formal field order, and what particular class of information is contained in each?

21. Rearrange the following field order, rendering it in proper form. If abbreviations are desirable, supply them. (Consult *F.S.R.*, §§ 90-94; and Appendixes 3 and 9; also *Q.M.C.M.*, II, pp. 537-40.)

CHICAGO RIDGE, ILL.

FIRST BRIGADE, FIRST DIVISION

Field Order No. 20.

2:30 P.M. Sept. 8th, 1917

The First and Second Battalions First Infantry are designated as outposts and will occupy the general line of hills about one mile southwest of camp. Troops A and B Second Cavalry will continue their observation to the southwest until 5:00 P.M., at which time they will retire to the camp of the main body for the night. The enemy is apparently continuing his retirement toward New Lenox. His nearest troops (cavalry) have been definitely located about one-half mile south of McLaughry. The field trains on their arrival at camp will be directed to join the troops. Headquarters to camp at the Palos Park Station. The First Infantry less First and Second Battalions will camp just east of Palos Park Station. The Second Infantry will camp on the hills directly south of the Station. The Third Infantry and Battery A First Field Artillery will camp at the crossroads about three-fourths miles southwest of the Station and three-fourths miles south of the schoolhouse.

X——— Y———
Commanding

22. State to which class (or sub-class) of orders each of the following belongs, giving your reasons.

- a) An order directing that the combat trains be refilled, after an engagement.
- b) An order directing Ordnance Sergeant John Doe to report for duty to Captain Roe at the Havre Ammunition Depot.
- c) An order directing the commander of trains to halt his trains for the night at a designated point on the X-Y-Z road.
- d) An order issued by Colonel Jones warning the men of his regiment against drinking from the wells in the vicinity of X, since they are reported to have been poisoned by the enemy.
- e) An order establishing the ammunition rendezvous point at Y.
- f) An order directing the commander of trains to release the ammunition train.
- g) An order authorizing the use of reserve rations.
- h) An order directing that the First Brigade halt two hours at Palos Park.

23. Draft the orders indicated in 22 (b), (d), (g), and (h).





C. Military Law.

1. *General Considerations.*
 2. *Organization of Courts-Martial.*
 3. *Jurisdiction of Courts-Martial—General, Special, and Summary.*
 4. *Procedure in Courts-Martial.*
 5. *Offenses within the Jurisdiction of Military Tribunals.*
-

I. GENERAL CONSIDERATIONS.

- a) *Kinds of Military Jurisdiction.*
- b) *Military Tribunals.*
- c) *Persons Subject to Military Law.*

In the nature of things, civil law, as contrasted with military law, is not adapted to meet the emergencies of military service. It is perfectly natural, therefore, that there should have grown up a body of special rules for special people to be enforced in special courts in a more or less summary fashion.

Military law, strictly speaking, must be compared with, and distinguished from, military government and martial law. Military government may be set up over domestic as well as foreign territory. It may be set up in time of peace as well as in time of war. It takes the place of a suspended or destroyed sovereignty and continues until a permanent sovereignty is again established in the territory. It does not follow, however, that the establishment of military government means the abrogation of civil law. The military government simply stands behind the civil tribunal and gives sanction to its decrees and judgments in place of the suspended or destroyed sovereignty.

Martial law takes the place of governmental agencies which, for the time being, are unable to cope with existing conditions in a locality which remains subject to its sovereignty. The occasion of martial rule is public exigency, which may arise in time of peace or of war. Martial rule ceases when the district is sufficiently tranquil to permit the ordinary agencies of government to cope with existing conditions.

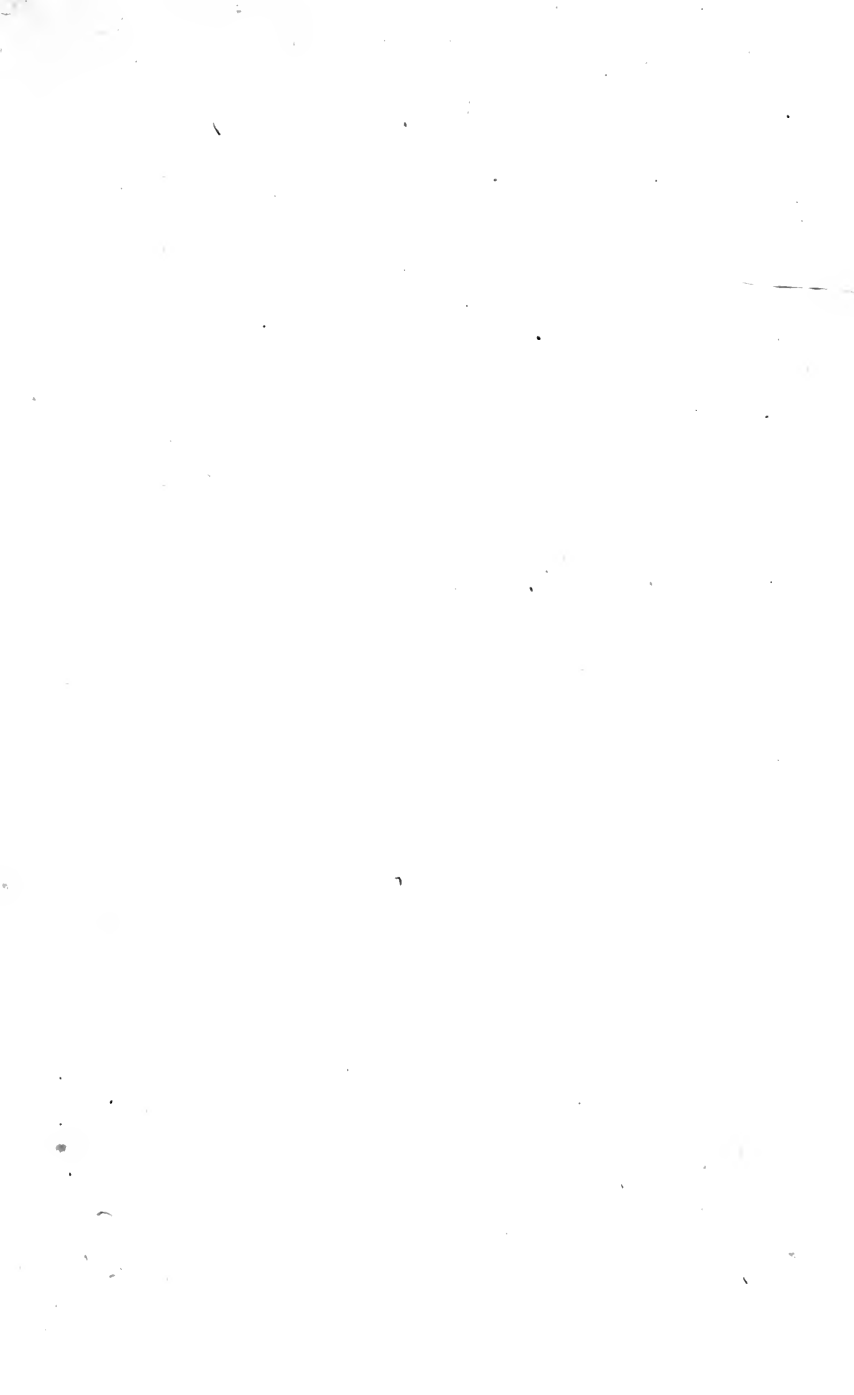
Military law consists of rules for the government of the army and those connected therewith. They are special rules for special people enforced in special courts. These rules, as do our common-law rules, find their beginning in English history and are based on the Mutiny Act passed by Parliament in 1689. These rules are found in the unwritten customs of war, army regulations, general and special orders of the War Department, and the Articles of War.

READINGS

- U.S. War Department: *A Manual for Courts-Martial*, especially chap. i. The official publication of the United States government on the subject.
- Davis, Maj. Gen. G. B.: *The Treatise on Military Law of the United States*. The best treatise on American military law.
- Ball, Lt. H. G.: *Digest of Davis' Military Law of the United States and the Manual for Courts-Martial*. A compendium, revised to August, 1916, containing questions and answers.
- Waldron, Capt. W. H.: reprints from "Night Operations." A questionnaire, with answers.
- Wilson, G. G.: *Handbook of International Law*, chaps. xviii and xiv. Deals with the principles of international military law.
- Willoughby, W. W.: *Constitutional Law*, chaps. li and lii. The constitutional basis of military law.

QUESTIONS

1. Define military law and distinguish it from (a) military government and (b) martial rule.
2. By whom and under what circumstances may martial law be declared?
3. Under what circumstances may military government be set up? Are there any limitations upon military government on foreign soil?
4. How may an invading force deal with the various kinds of property found in occupied territory?
5. What are contributions and under what circumstances may they be levied?
6. What are requisitions and under what circumstances may they be made?
7. What is meant by foraging and under what circumstances, if any, is it justifiable?
8. May plunder and pillage be lawfully engaged in?
9. What is captured property termed and to whom does it belong?
10. Classify the various military tribunals.
11. What is meant by the statement that a court of inquiry is an inquisitorial body?
12. A newspaper correspondent accompanies the army to a foreign country. Is he subject to military law?
13. Suppose a civilian resists the execution of the draft law; may he be tried by a court-martial?
14. A civilian army contractor defrauds the government; is he subject to the military law?





2. ORGANIZATION OF COURTS-MARTIAL.

The law governing the organization of courts-martial is found in statutory enactments of Congress, particularly in the Articles of War, in the regulations prescribed by executive authority, and in military usage and procedure. The courts-martial are law tribunals existing by virtue of the powers granted to Congress by the Constitution to make rules and regulations for the government of the armies of the United States.

READINGS

A Manual for Courts-Martial.

QUESTIONS

1. Who may serve upon various courts-martial?
2. Who may appoint members of various courts-martial?
3. Of how many members does each kind of court-martial consist?
4. A captain has been tried by a general court-martial of which a first lieutenant was a member. Comment upon the proceedings.
5. Who is to determine when the convening of thirteen members for a general court-martial will cause manifest injury to the service?
6. Five members of a general court-martial have once convened. One member is shown to be incompetent. Is the court dissolved? What is the proper procedure in such a case?
7. In the above case 6, the trial has begun and evidence has been taken. One member is then shown to be incompetent and another is substituted. The trial proceeds against the objection of the accused. Are the proceedings valid?
8. What is the test as to whether a given officer is the accuser or prosecutor?
9. Which of the various courts-martial are entitled to the presence of a judge advocate?

3. JURISDICTION OF COURTS-MARTIAL—GENERAL, SPECIAL, AND SUMMARY.

By jurisdiction is meant the power of a given tribunal to hear cases legally referred to it and to dispose of them in the manner provided for by law. Courts-martial are courts of special and limited jurisdiction. Consequently their organization, exercise of powers, and mode of procedure must conform to all statutory provisions relating to their jurisdiction.

While courts-martial have no part of the jurisdiction set apart under the judiciary article of the Constitution, they do have a constitutional basis. They are lawful tribunals existing by the same

authority as the civil courts of the United States. They have the same plenary jurisdiction in offenses by the military law as the latter courts have in controversies within their cognizance, and in their special and more limited sphere are entitled to as untrammelled an exercise of their powers.

When the court-martial has jurisdiction of the person accused and of the offense charged, and acts within the scope of its lawful powers, its decisions and sentences cannot be reviewed or set aside by the civil courts. The only authority of the civil courts is to inquire whether the military authorities are proceeding within their jurisdiction. If they are, they cannot be interfered with, no matter what errors may be committed in the exercise of their lawful jurisdiction.

Of course the question of jurisdiction may always be brought up in the civil courts for determination. This is usually done by a writ of prohibition or by a writ of habeas corpus.

READINGS

A Manual for Courts-Martial, chap. iv.

QUESTIONS

1. Do courts-martial have any power to assess damages for personal injuries or give judgment for the collection of private debts?

2. Are courts-martial subject to the operation of the Fifth Amendment to the Constitution, which requires an indictment by a grand jury?

3. Suppose that a court-martial erroneously admits evidence against the accused; may the accused have the proceedings reviewed by a civil court?

4. Suppose that the accused alleges that the finding of the court was contrary to the weight of the evidence; may a civil court review the proceedings?

5. Under what circumstances may an accused have the proceedings reviewed by a civil court?

6. A person subject to military law has done an act which is an offense against the laws of the state of Illinois as well as against the military law. By what court may he be tried?

7. Suppose in the foregoing question that he has been acquitted by a military court. May he be tried again by a court of the state of Illinois for the same offense?

8. In 6 suppose that the accused has been acquitted by a military court. May he be tried by a federal civil court for the same offense?

9. Does separation from the service of the United States deprive a military court of all jurisdiction over the person so separated?



10. May a spy be tried by a court-martial? Where does a court-martial get its jurisdiction over him?

11. Under what circumstances may the death penalty be imposed?

12. X is ordered to be confined for twelve months by a special court-martial. Is the sentence lawful?

13. Under what circumstances, if any, may a noncommissioned officer be tried before a summary court-martial?

4. PROCEDURE IN COURTS-MARTIAL.

a) *Procedure Prior to Trial.*

b) *Procedure during Trial.*

c) *Limitations on the Power of Punishment.*

d) *Action by the Constituting Authority.*

Just as in courts of common law, so in military courts certain preliminary steps are necessary before the accused can be brought to trial. Ordinarily he will be arrested or confined by someone in authority having knowledge of his offense. Charges will be formally preferred against him, and within a stated period of time he will be brought before the appropriate tribunal for trial. The judge advocate, who is in the nature of a prosecuting attorney, will inform the accused of his rights before the court.

Having been arraigned, he will plead to the charges according as he has been advised. The pleadings are for the purpose of reducing the charges to issues of fact. The issues of fact having been reached, evidence will be received as far as possible according to the rules laid down by courts of common law. Arguments will be made by counsel and by the judge advocate, the court will announce its finding of facts and pronounce sentence thereon. As a general rule all sentences of courts-martial must be ratified or approved by the constituting authority before the same can be carried into execution.

READINGS

A Manual for Courts-Martial, chaps. v-xiii, xvi.

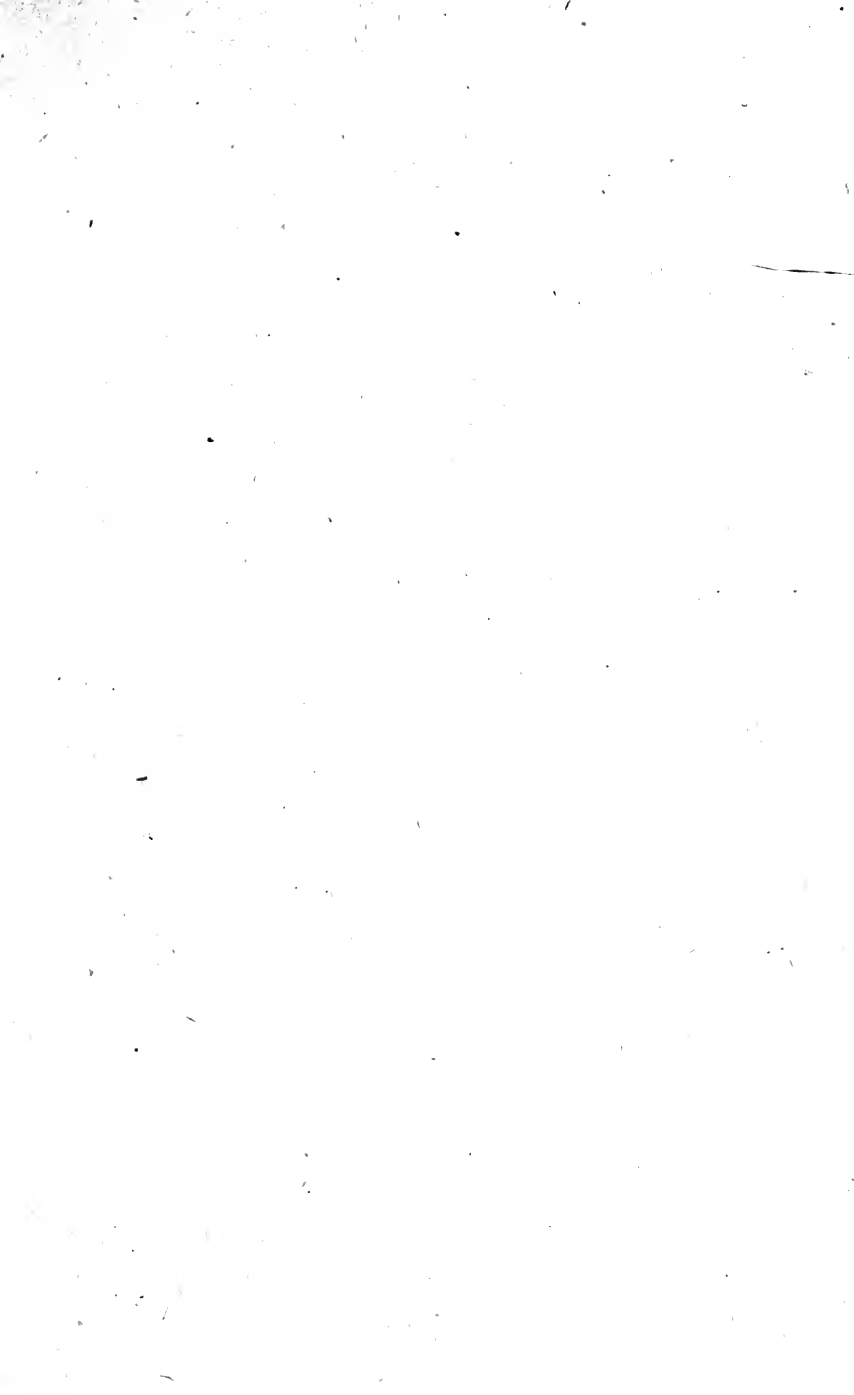
A.R., §§ 922-44, 955-59.

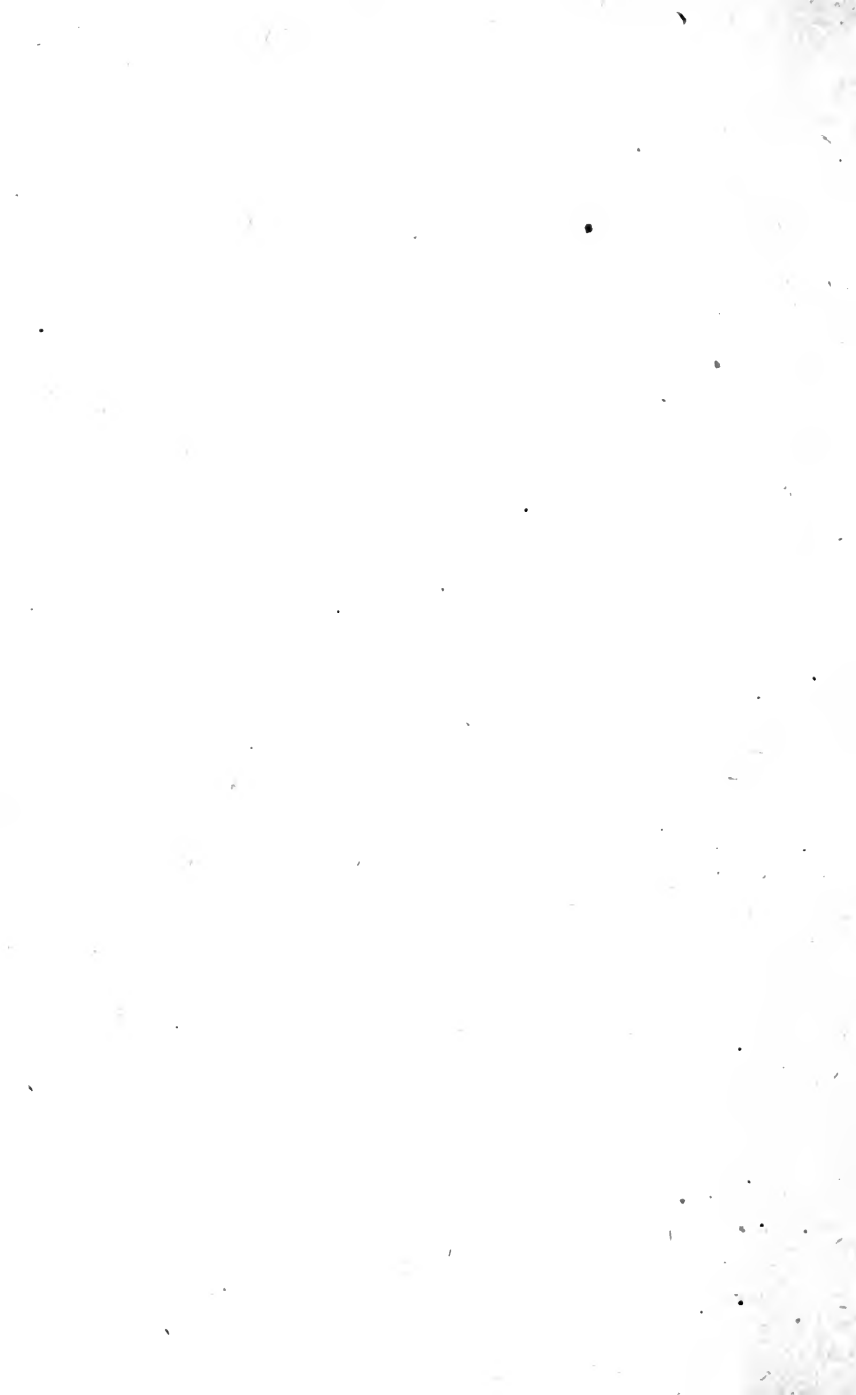
QUESTIONS

1. What is the difference between arrest and confinement?

2. X, an officer, is charged with a serious offense under the Articles of War. What may be done with him pending the trial? Is the same true of a soldier or other person subject to military law?

3. Who may order arrest? How is arrest executed?
4. Do civil authorities have jurisdiction to arrest deserters from military service?
5. Who may initiate charges against persons subject to military law? Who may prefer them?
6. What are the elements of a charge?
7. What are the rules to be observed in drawing up formal charges?
8. What are the steps in bringing the charges before the proper court for action?
9. Outline the duties of the judge advocate.
10. X is to be brought to trial before a general court-martial. He demands the right to employ and be represented by civilian counsel. His request is denied and he is convicted. Comment on the proceedings.
11. May the accused challenge members of the court which is to try him? If so, for what causes?
12. May the judge advocate challenge members of a court-martial?
13. Classify and define the various pleas which the accused may interpose to the charges.
14. A deserts in time of war. Ten years later he is apprehended. May he be tried by a court-martial?
15. How is the attendance of civilian witnesses secured?
16. What are depositions? How are they taken and under what circumstances may they be used?
17. What is the fundamental theory of the admissibility of any evidence?
18. What is the difference between circumstantial and testimonial evidence?
19. What is hearsay evidence and why is it excluded? Are there any exceptions to this rule? If so, why are they made?
20. Under what circumstances may the accused be punished by confinement in a penitentiary?
21. Under what circumstances may the accused be punished by death?
22. What is the policy of the War Department regarding punishment?
23. When does the sentence of a court-martial become operative?
24. What is the effect of disapproval of a sentence by the constituting authority?





5. OFFENSES WITHIN THE JURISDICTION OF MILITARY TRIBUNALS.

- a) *Offenses in Connection with Enlistment, Muster, and Returns.*
- b) *Offenses of Desertion and Absence without Leave.*
- c) *Offenses of Disrespect, Insubordination, and Mutiny.*
- d) *War Offenses.*
- e) *Miscellaneous Offenses.*

Military law, as has been observed elsewhere, is purely criminal in its nature. All non-criminal controversies are left to the civil courts for determination. Consequently it is not surprising to find that the Articles of War are concerned for the most part in defining the various offenses subject to the jurisdiction of the various military tribunals. To a considerable extent the Articles of War codify the common-law principles relating to the most common crimes recognized by civil courts, such as murder, rape, larceny, etc. On the other hand, there are certain crimes and offenses punishable by courts-martial peculiar to military law. These are offenses which, in the nature of things, do not arise except in connection with military matters or in times of war. Moreover, in some respects the Articles of War exact a higher standard of conduct from persons subject to military law than the criminal code does of ordinary citizens; for instance, an officer may be punished by a court-martial for conduct unbecoming an officer.

READINGS

A Manual for Courts-Martial, chap. xvii.

QUESTIONS

1. What is the test for determining whether a person is a deserter or is merely absent without leave?

2. Suppose that an officer expresses adverse criticism of the President of the United States in emphatic language in the heat of a political discussion. Is this a punishable offense?

3. What constitutes disrespect to a superior officer?

4. Suppose that a superior officer commands X, a person subject to military law, to shoot Y, a deserter, who is fleeing down a crowded street. X obeys and kills Z, an innocent bystander. Of what offense, if any, is X guilty?

5. When is an officer in the execution of his office?

6. What is the difference between mutiny and sedition? What is the punishment for each?

7. Suppose that a soldier is present when mutiny or sedition is taking place and does nothing. Is he guilty of any offense?

8. Suppose that a noncommissioned officer sees superior officers engaged in a fray. What steps may he take to placate or separate them?

9. What is the difference between parole and countersign? How may the improper use of them be punished?

10. X, a soldier, captures several rifles and later sells them. Is he guilty of any offense?

11. What is the difference between a scout and a spy? May a court-martial try either or both?

12. S, a soldier, is taken prisoner by the enemy. He is tortured into giving information as to the position of our forces. Of what offense, if any, is he guilty?

13. S, a sentinel, is being tried for having been found asleep at his post of duty. He pleads as a defense that he has been previously overtaxed by excessive guard duty. Does this constitute a defense?

14. A commanding officer forbids the entry in his camp to peddlers of vegetables unless they will give him a commission. Comment on such conduct.

15. What constitutes conduct unbecoming an officer for which he may be punished?

16. Suppose that murder or rape is committed by a soldier in times of peace. In what court must the offender be tried?

D. Civilian Employees.

1. *General Considerations.*

2. *Services Secured under Civil Service Regulations.*

3. *Services Excepted from the Operation of the Civil Service Rules.*

I. GENERAL CONSIDERATIONS.

a) *Policy of Engaging Civilian Employees.*

b) *Methods of Securing Civilian Employees.*

c) *Organization of the Civil Service Department.*

The members of the army are trained primarily for fighting duties. But there are many services to be performed which are not peculiar to the military organization. Many of these services are performed by enlisted men, but there are other services which are left to civilians for performance. Provisions must exist, therefore, by which military authorities may secure civilian employees when needed. This class of services may be secured under the civil service regulations, and under certain circumstances they may be secured without reference to the civil service rules.





READINGS

U.S. Civil Service Commission: *Civil Service Act, Rules, Statutes, and Executive Orders*, 1917, pp. 1-10.

U.S. Ordnance Department: *Regulations for the Administration of the Civil Service in the Ordnance Department, United States Army*, Regulation III.

A restatement of so much of the material in the Civil Service Act as pertains to the Ordnance Department.

Q.M.C.M., §§ 173, 178.

QUESTIONS

1. Why is it ever necessary to engage civilian employees in connection with the military service? How is one to determine whether civilian employees may be engaged?

2. Suppose that there are enlisted men competent to perform classified services. Must civilians be employed nevertheless?

3. What reasons led to the adoption of the Civil Service Act?

4. Discuss the organization of the Civil Service Commission, its powers and duties.

5. What are the duties of the central board of the Ordnance Department?

6. Discuss the organization of a local board, its powers and duties.

2. SERVICES SECURED UNDER CIVIL SERVICE REGULATIONS.

a) *Classified Services.*

b) *Unclassified Services.*

Civilian employees, needed in connection with the military service, are secured for the most part under the civil service regulations. Services are classified or unclassified according to their nature. Examinations, educational or non-educational, competitive or non-competitive, are given under the supervision of the Civil Service Commission to determine the fitness of applicants. A record or register of eligible applicants is kept by the proper authority and from this register appointments are made. Appointing officers are as a rule precluded from securing civilian employees in other ways when the services desired are within the operation of the regulations of the Civil Service Commission.

READINGS

Civil Service Act, pp. 34-71.

U.S. Ordnance Department: *Regulations for the Administration of the Civil Service*, etc., Regulations I-II, XV-XVI.

Q.M.C.M., §§ 171-258.

U.S. Ordnance Orders No. 12, 1910: *Financial Operations of the Ordnance Department, United States Army*, pp. 78-85.

QUESTIONS

1. X desires to go into the ordnance service as a civil engineer. How should he go about it?
2. Should a person desiring a position as a chauffeur take the same steps?
3. Z offers his services gratuitously to the proper authority at Rock Island Arsenal in order to obtain the necessary knowledge and skill to pass an examination. May his services be accepted?
4. Assume that you are quartermaster at Fort Morgan, Alabama, and that during the period from January 1, 1917, to June 30, 1917, a clerk in the classified service was absent on the following occasions: May 1-12, on annual leave; May 30-31, absent without leave; June 1-6, absent because of sickness accounted for. What deductions would you make on his efficiency report under "Attendance"?
5. Assume that you are quartermaster at Columbus Barracks and that you need the following employees: a clerk, an inspector of shoes, a warehouseman. Upon whom would you call for a list of eligibles from which to fill these positions?
6. Suppose that a list was certified to you. What possible objections could you make to the applicants therein contained?
7. Suppose that you decided to take a clerk and a warehouseman. What steps would be necessary in order to complete the appointment?
8. An applicant has successfully passed the proper examination and has been placed on the register of eligibles. How long does he continue eligible?
9. Under what circumstances may non-competitive examinations be held?
10. What is meant by a probational appointment and when is it made? Under what circumstances may temporary appointments be made?
11. J has been a clerk under classified civil service in an ordnance establishment from September 1, 1916, to September 1, 1917. Upon his request he was granted a five-day leave during November of 1916. Thereafter the commanding officer refused to grant him further leave with pay. Is the refusal legal?
12. What qualifications must an applicant possess before he may be admitted to an examination for a position under the civil service regulations?
13. What kind of an examination will an applicant for a clerkship have to stand? Will an applicant for a position as an electrician be compelled to stand the same kind of examination?
14. A clerk in a quartermaster depot was granted a leave of absence for three months without pay. Comment on the regularity of the grant of leave.





15. A clerk in an ordnance depot is injured in the course of his employment. Is he entitled to compensation from the government?

16. The commanding officer of an ordnance station compels his clerks in the classified service to work nine hours a day during an emergency without extra compensation. Comment on the legality of the order.

17. Under what circumstances may promotions be made in the classified civil service? In what ways may a civilian employee be separated from the service?

18. What procedure is necessary in case an employee is to be removed against his will?

19. What is a "Report of Changes"? What data must it contain? When and to whom must it be made?

20. X was employed under the classified civil service as a draftsman in an arsenal. He was furloughed for lack of work. Nine months later he was re-employed without examination or certificate from the Commission. Comment upon the regularity of his re-employment.

21. How is the Board of Labor Employment organized, and what are its duties?

22. What is the essence of the difference between classified and unclassified service? Suppose that you are an appointing officer and you are desirous of getting a certain employee, but you are doubtful whether the services desired are classified or unclassified. How would you find out? What difference does it make whether the services are one or the other?

23. What are the tests for the determination of eligibility of applicants in the unclassified service?

24. T was appointed to a position without a non-competitive examination. Later he was transferred to a competitive position. Comment on the regularity of the transfer.

3. SERVICES EXCEPTED FROM THE OPERATION OF THE CIVIL SERVICE RULES.

a) *General Exceptions.*

b) *Special Exceptions.*

Under certain circumstances civilian employees may be engaged by military authorities when needed without regard to the civil service regulations. These services are excepted usually because of the temporary or unusual character of the work to be done. As pointed out in another connection, civilian services for the most part are secured under civil service regulations.

READINGS

Civil Service Act, pp. 72-74.

Financial Operations of the Ordnance Department, pp. 78-79.

A.R., §§ 727-39.

QUESTIONS.

1. Z is awarded a contract by the government to manufacture ten thousand pairs of army shoes. Is the award to him without a competitive examination contrary to the rules of the civil service? Are his services personal or non-personal? What difference does it make whether they are the one or the other?

2. The commanding officer of an ordnance station needs the services of an expert civil engineer for about two weeks for a special piece of work. How may he secure such services?

3. Who makes the regulations for employees not secured under civil service?





APPENDIX

FORMS

The following forms, taken in connection with those which appear in the second volume of the Manual for the Quartermaster Corps, will provide an opportunity to see the important forms used in the paper-work of Chapter III.

			PAGE
1. Q.M.C.	246	Daily Record of Issues and Transfers.	182
2. Q.M.C.	247	Field Receipt for Quartermaster Supplies	183
3. A.G.O.	448	Memorandum Receipt.	184
4. A.G.O.	599	Property Return.	185
5. A.G.O.	600	Transfer of Property	186
6. A.G.O.	601	Certificate of Expenditure	188
7. A.G.O.	603	Due Certificate.	191
8. O.D.	326	Allotment Account.	192
9. O.D.	386	Requisition for Organizations.	194
10. O.D.	391	Requisition for Funds	196
11. O.D.	18	Semiannual Return of Ordnance and Ordnance Stores	198

FIELD RECEIPT FOR QUARTERMASTER SUPPLIES

....., 191
(Place) (Date)

RECEIVED from.....
(Accountable officer)

for use of.....
(Organization)

at.....

[illegible]

(Signature of officer receiving supplies)

(Signature of issuing officer)

[Three copies of this form are used. The instructions on the back read as follows:]

INSTRUCTIONS.

When used by quartermasters on the line of communications in advance of the base depot this copy will be sent at the first opportunity to the accountable officer. When used by quartermasters in charge of division and other supply trains or by regimental or other supply officers this copy will be filed as a voucher to Field Record of Quartermaster Supplies (Q.M.C. Form 254).

PROPERTY RETURN

Form No. 599, A.G.O.

(Authorized April 12, 1917)

[illegible]

Article.....

Description, size, etc.

.....unit quantity.....

See { Max..... } Class.....
 { Section..... }
 (Ordinance only)

See
Note 2 { Max.....
Min.....
Equip. "C",

{ Class
 { Section
 (Ordnance only)

Page {
.....

[BACK]

Issuing Officer's Voucher No.

Receiving Officer's Voucher No.

TRANSFER OF PROPERTY

(Q.M., Ord., Eng., Sig.)

From To

To

Invoiced the day of 19

Received the day of 19

Receipt. Invoice.

SPECIAL INSTRUCTIONS (WHEN USED FOR QUARTERMASTER PROPERTY,
SUPPLIES, AND SUBSISTENCE STORES)

11. Arrange articles alphabetically.

12. For supplies transferred by depots and supply points to posts or stations under the jurisdiction of department commanders the form will be prepared in sextuplicate, by carbon process when practicable.

13. When used as voucher to return, the copies will be transmitted as follows:

(a) To the Quartermaster General of the Army: One invoice plainly marked "Finance" on face and brief. (Forwarded by depots and supply points only.)

(b) To the Department Quartermaster: One invoice.

When by reason of sales to other bureaus or departments a transfer settlement by the Treasury Department is necessary, an extra original signed receipt must be transmitted to the Quartermaster General (A.R. 671). When such transaction is with the Navy Department, an extra signed carbon receipt is required in addition to the extra signed original.

14. Subsistence stores will be invoiced separately from other quartermaster supplies.

15. For property furnished by depots and supply points to independent stations the form will be prepared in quintuplicate and disposed of as in paragraph 13, omitting the copy for the department quartermaster.

16. For property transferred between posts in the same department the form will be prepared in quintuplicate and disposed of as in paragraph 13, omitting the copy marked "Finance." When the posts are in different departments, the same disposition will be made. The department quartermaster to receive a copy is the department quartermaster of the department into which the stores are transferred.

17. Prices must be stated on both invoice and receipt.
18. In column designated "Item No.," enter appropriate item numbers as published in Circular No. 10, O.Q.M.G., 1915. This data must be furnished in all cases. It is not necessary to enter initials of appropriations.SPECIAL INSTRUCTIONS (WHEN USED FOR ORDNANCE AND
ORDNANCE STORES)

31. Use nomenclature in Ordnance price list and arrange articles alphabetically under proper classes and sections, as shown therein.

32. Prices will be entered only in cases of sales, transfers, or shipments to the Philippine Islands.

33. The number of copies to be prepared will be as prescribed in paragraph 1548 A.R., unless modified by special instructions.

If used as Receipt, strike out word "Invoice."
If used as Invoice, strike out word "Receipt."

GENERAL INSTRUCTIONS

1. This form will be used for all invoices and receipts, making necessary notation when used for "transportation."

2. Where two or more words are necessary in the name of an article, place distinctive noun first, except as provided in paragraph 31, below.

3. Invoicing officers will enter their voucher number on all copies, and sign the two copies used as invoices. Receiving officers will enter their voucher number on all copies received by them and sign both copies of the receipts and return them to the invoicing officer.

4. Receiving and invoicing officers will file, respectively, one copy of invoice and one copy of receipt with their returns forwarded to the Chief of the Bureau, and one copy with their retained returns.

5. When used as a shipping invoice, gross weights, or cubic measurements when required, must be stated in the last column.

6. Three additional copies of this form, when used as a shipping invoice, will be furnished for use of the Quartermaster making the shipment.

Form No. 601, A.G.O.
(Authorized April 12, 1917)

[FRONT]

..... (Q.M., Ord., Engr., or Signal) Property Expended at (or by) (Station or organization)
During the month of, 191

In column A will be entered those articles authorized expended on certificate of responsible officer; in B, those articles which in addition require certificate of destruction; in C, articles of Equipment "C" not replaced but for which a "Duc Certificate" is issued; and in D, the total for which credit is taken on return.

Quantity	Articles	Expended as used A	Expended after destruction B	On due certificate C	Balance for credit D	Value Enter value only when required	Application
.....
.....
.....
.....

I certify that the articles above have been properly expended in the service for the purpose indicated, and that articles in B are unserviceable because of fair wear and tear in the service, and have no salable value.
Approved.....

..... Commanding.

Complying with the instructions of the Commanding Officer, I have witnessed the destruction of the articles listed above in column B.

I certify that I have received from replacement of all the articles pertaining to the Equipment "C" of expended hereon except as noted in column C; that I have received a Duc Certificate for those in column C, and that the other articles hereon have been replaced or a credit memorandum given for them.

Date....., 191.

Voucher to return of..... Voucher No.
For the period ending.....

Form No. 601, A.G.O.

[BACK]

INSTRUCTIONS

1. If more than one sheet is necessary, the bottoms will be cut from all except the last, and all sheets securely fastened together.
 2. Property may be expended on this form by any Accountable Officer. Columns C and D and the replacement certificate will be ignored when Post or Depot Supply Officers expend property on this form. Columns C and D, when used, will be filled in by Supply Officer who makes replenishment and uses the paper as a voucher.
 3. Form 604 will be used in obtaining expendable articles, spare parts, and preservatives for the maintenance of an Equipment "C."
 4. Property which may be dropped on account of consumption or expenditure is published by the various supply departments, and such property when consumed or expended for an authorized purpose can be dropped from the return of the Accountable Officer on this certificate to the extent of the authorized allowances.
 5. The articles reported as expended on this certificate will be arranged according to their classification where prescribed; otherwise, alphabetically.
 6. When expenditures are dependent on the strength of an organization, it must be stated.
 7. At the end of each accounting period, or when organizations depart for duty at another station, organization commanders will furnish to the Accountable Officer from whom they obtained ammunition a Certificate of Expenditures, properly executed, in duplicate, to cover all the ammunition (including bull's-eye score books) that has been actually expended by them for authorized practice firing, etc., during the period, and the supply officers will use these certificates as the vouchers for dropping such ammunition and score books from their returns.
 8. Ammunition used in target practice will be expended separately from any otherwise expended as in action, and details of such expenditures will be entered in recapitulation table on this page.
 9. In each case, where any ammunition is expended in excess of the amount authorized by the annual orders issued from the War Department, the special authority for such expenditure will be cited on this voucher opposite the expenditure, in the column headed "For what purpose expended." (For further instructions relative to expending small-arms ammunition see G.O. No. 18, War Department, dated Jan. 31, 1917, and later orders.)
- Authorized strength of organization: *officers and *enlisted men.
- Maximum strength during the accounting period: *officers and *enlisted men.
- Maximum number that participated in target practice, *officers and *enlisted men.
- Machine guns, cal. .30, assigned to organization or post.†
- Description of cannon assigned to artillery company.†
- | | |
|---|--|
| Total money value of cleaning, preserving, and marking supplies authorized for the armament and fire-control equipment of these coast defenses for this semiannual period | |
| Money value of such supplies heretofore expended during this semiannual period, as per vouchers Nos. | |
| \$ Money value of such supplies covered by this voucher | |
| Total money value of all such supplies so far expended this period | |
| Balance or excess | |
- (Line out words not needed.)
- * Required to be filled in by officers expending small-arms ammunition.
- † Required to be filled in by officers expending ammunition in machine guns.
- ‡ Required to be filled in by officers expending coast artillery ammunition.
- § All this information to be filled in by the coast defense ordnance officer.
- || Here give the numbers of the property vouchers under which the stores are dropped from the return.

APPENDIX

191

Form No. 603, A.G.O.
(Authorized April 12, 1917)

DUE CERTIFICATE

....., 191
(Place and date)
List of articles of Equipment "C" due the unit supply officer of
(Organization)
..... on a used as a
(Description of voucher)
credit voucher to the
(Q.M., Ord., Engr., or Signal)
return of for the period
(Accountable officer)
ended 191...

QUANTITY DUE	ARTICLES	QUANTITY REPLACED	BALANCE REMAINING DUE
.....
.....
.....
.....
.....
.....
.....
.....
.....

CERTIFIED CORRECT:
(Signature of post or other supply officer)

I acknowledge to have received from
the articles listed above in column "Quantity Replaced" and a new Due Certificate for those in column "Balance Remaining Due."

Place.....

Date....., 191.....

Voucher to return of Voucher No.

For period ending

[BACK]

INSTRUCTIONS

1. This form is for use where post or depot supply officers are unable to replace all the articles of Equipment "C" due an organization on some authorized voucher as Statement of Charges, Expenditure Certificate, Survey Report, I. & I. Report, or similar voucher.
2. It will be prepared in duplicate, signed as indicated by the post or other supply officer, the shortage in whose stores available for issue required the issue of the certificate, and turned over to the unit supply officer.
3. When the receipt of the unit supply officer is completed this certificate becomes a valid credit voucher for articles listed in column "Quantity Replaced."
4. If more than one sheet is used, cut off the bottom of all except the last sheet and fasten all sheets together.
5. Property pertaining to one department only will be entered on this form.

Form No. 326, O.D. (Right-hand Page)

Page.....

ORDNANCE DATED.....

191

O. O. File No.....

Arsenal File No.....

WORK ORDERS ISSUED

Nos.

OBLIGATIONS INCURRED							BALANCE UNDER ALLOTMENT NOT OBLIGATED	
FABRICA- TION JOB OR WORK ORDER	FOR	UNDER CONTRACT OR ORDER			OBLIGA- TION ITEM No.	AMOUNT OF LIABILITY	AMOUNT PAID	BALANCE REMAINING OBLIGATED
		CONTRACT OR ORDER	No.	DATE				

[In the original, this form has lines across the page also]

Form No. 326, O.D. (Left-hand Page)

Page.....

ACCOUNT UNDER.....ALLOTMENT FOR THE.....

ARSENAL ALLOTMENT No.....

UNDER AUTHORITY FROM THE CHIEF OF

ORDNANCE OFFICE FILE NUMBER	DATE	ARSENAL FILE NUMBER OR CASH VOUCHER NUMBER	APPROPRIATION.....				OBLIGA- TION ITEM No.	REMARKS
			AMOUNT ALLOTTED	AMOUNT REVOKED, ETC.	AMOUNT RECEIVED	AMOUNT DISBURSED		

[In the original, this form has lines across the page also]

[FRONT]

(Approved by the Secretary of War August 20, 1911) (Revised August 9, 1915)

FOR THE USE OF ORDNANCE SUPPLY OFFICERS OF ORGANIZATIONS HAVING UNIT ACCOUNTABILITY EQUIPMENTS AND FOR
 COMMANDING OFFICERS OF ORGANIZATIONS AND DETACHMENTS NOT SO ACCOUNTING FOR PROPERTY
 (Read instructions printed on the back of this form)

REGULAR (SPECIAL) REQUISITION FOR ORDNANCE STORES FOR^a.....MONTHS' PERIOD

From ^a	ORGANIZATIONS IN COMMAND ^b		NUMBER IN ORGANIZATION OR DETACHMENT ^c	
.....	Companies, Infantry	Officers
.....	Troops, Cavalry	Sergeant
.....	Batteries, Artillery	Corporals
.....	Musicians and Privates
Station.....	TOTAL
Military Department.....	Riding horses
.....	Team horses
Date.....	Animals, pack
.....	TOTAL

(1) ON HAND OR IN STOCK, SERVICE- ABLE	(2) MAXIMUM STOCK WORN OUT	(3) REQUIRED IN LAST PERIOD	(4) REQUIRED FOR NEXT PERIOD	(5) NAMES OF ARTICLES <i>NOTE</i> —If ammunition or guns are required, give the <i>exact caliber</i> . The model of guns, carriages, caissons, small arms, range finders, or other instruments should always be indicated where parts are required. Use the <i>correct names</i> of stores as given in Ordnance price lists and publications.	(6) REMARKS	(7) APPROVED FOR ISSUE BY DEPT. ORDNANCE OFFICER	(8) ISSUED FROM—	(9) ISSUED FROM—

I CERTIFY that the statements in the foregoing Requisition are correct. (See over)

The stores will be INVOICED to {
 the officer signing here

(Department Ordnance Officers will sign their approval here,
 giving station and date.) (See paragraph 1518, A.R. 1913.)

EXAMINED AND APPROVED:

.....
Commanding Post

APPROVED:

.....
Commanding Department

I CERTIFY that the articles
 stated in this column were
 issued by me on this requi-
 sition. 191
 Sign Name and Post

I CERTIFY that the articles
 stated in this column were
 issued by me on this requi-
 sition. 191
 Sign Name and Post

Form No. 386, O.D.

[BACK]

INSTRUCTIONS

(Approved by the Secretary of War, August 9, 1915)

1. Under (a) will be given the proper designation of the organization or detachment commander or the supply officer submitting the requisition, as "Post Ordnance Officer, Ft. Sheridan," etc., "Regimental Ordnance Officer, 23d Infantry, Texas City," or "Ordnance Officer, 1st Squadron, 10th Cavalry, Naco," etc., or "Commanding Officer, Signal Corps Detachment," etc.

2. Under (b) the supply officer should give a summary of the organization with whose supply he is charged. It is this information that determines primarily the stock to be carried. (Not to be filled in when requisition is submitted by an organization or detachment commander.)

3. Under (c) an organization or detachment commander, not accounting for property under the unit accountability system, should give the information therein called for.

4. In the space (d) give the supply period for the data given in columns 3 and 4. Though the supply period is usually six months, it may be three months or less, depending upon the storage facilities and other factors, as explained in Ordnance publications.

5. For the articles requested in column (1) supply officers will enter the quantity on hand and available for issue to troops. An organization or detachment submitting a requisition will state in this column the number serviceable on hand.

In column (2) supply officers will enter the maximum stock authorized as given or derived from the tables published by the Ordnance Department, if a maximum stock is prescribed, lining out heading "worn out." Organization or detachment commanders will state the number of "worn out" articles on hand, lining out heading "maximum stock."

In column (3) supply officers will enter the quantity issued or called for but not issued though authorized (on account of shortage, etc.) during the preceding period of supply.

In column (4) supply officers will enter the quantities it is estimated will be necessary to bring the stock on hand up to the amounts required to meet the issues of the next period without reducing the stock below the prescribed minimum. Organization or detachment commanders will give the stores "now needed."

In column (5) give the correct name of the articles as given in the Unit Accountability Equipment Manuals, Price Lists, and other Ordnance publications. Care should be taken to show the exact model of the article required. If required for artillery, the caliber and model of gun or vehicle for which the spare part or equipment is required should be entered. If articles are issued in pairs, entry showing whether right or left should be made. Much confusion and delay result from failure to follow these instructions.

In column (6) state briefly the explanation for any unusual request, such as when the sum of the columns (1) and (4) exceed column (2) or when articles are required which are not given on the general supply tables, such as "Arm repair chest lid, without metal parts."

Column (7) is self-explanatory.

In columns (8) and (9) are entered the quantities issued from the arsenals or Ordnance establishments of issue. In case of requisitions from organizations or detachments the ordnance supply officer will enter in column (8) the articles issued by him.

6. When unusual requests are made for arms or stores not on the ordnance supply lists for the organizations to be supplied, or when submitted at times other than the regular supply period for articles immediately required, separate requisitions will be made, the word "Regular" lined out and a letter forwarded explaining the necessity for issue.

7. Supply tables may be obtained from the Department Ordnance Officer. Descriptive pamphlets of ordnance property are obtained direct from the Chief of Ordnance. Requisitions for various blank forms should be made direct to the Chief of Ordnance (see par. 91, Ordnance Property Regulations of 1909).

Form No. 391, O.D.
[FRONT]

REQUISITION FOR FUNDS REQUIRED AT.....

For the month ending....., 19.....

APPROPRIATIONS	AMOUNT REQUIRED	BALANCE REMAINING FOR REMITTANCE	SERIAL NUMBERS OF ENTRIES FROM RECORD OF ALLOTMENTS, REMITTANCES, ETC.		
			LAST RECORDED		MISSING IN ORDNANCE OFFICE SERIES
			Arsenal	Ord. Office	
1	2	3	4	5	6

It is requested that the funds required be placed to the credit of.....
with the Treasurer of the United States....., \$.....

(Place)

....., 19.....

Ord. Dept., U.S.A., Commanding

[BACK]

rule requisitions will not be made oftener than once a month; when it is necessary to depart from this rule, an explanation must accompany the requisition. No funds will be requested for any month in excess of the probable amount required for actual disbursement during that month.

3. In column 1 will be listed:

First. The disbursing officer's symbol number under which funds pertaining to War appropriations proper are disbursed, followed by the regular War appropriations in the order in which they appear in G.O. No. 3 of 1916, under which any balance remains to be remitted.

Second. The Navy appropriations in a separate group.

Third. The disbursing officer's symbol number under which Panama funds are disbursed, followed by the Panama Canal appropriations.

Each group to be totaled separately and the grand total shown at the bottom of the requisition.

For appropriations having subheads, the title of the appropriation will be written but once and the total of the amounts required under the subheads shown in column No. 2, after which the subheads and amount required under each will be shown in column No. 1. In column 2 will be entered the funds requisitioned for under each appropriation. It may occur that no funds are being requested under some appropriations. In column 3 will be entered opposite each appropriation the balance to be remitted after deducting the amount entered in column 2. In column 4 will be entered the serial number of the last arsenal entry and in column 5 the serial number of the highest Ordnance Office serial number previously recorded. In column 6 will be entered all Ordnance Office serial numbers below that given in column 5 not received at the arsenal.

4. For ordnance establishments without the United States requisitions will be submitted semiannually for the funds required for the following semiannual period and in ample time to permit the funds to be received in time for the disbursements required to be made.

When requisitions are submitted for ordnance establishments without the United States, the words "For the six months" will be substituted for the words "For the month" appearing in the heading.

5. The name of the officer to whose credit the funds are to be placed, and the designations of the depositories where the funds are to be placed, will be stated at the foot of the requisition, with the place and date of the requisition.

6. When space on one sheet is insufficient for the purpose, several sheets may be used by cutting off the printed matter at the foot of each, except the last one, which is required to be filled in and signed. In such case each sheet of the requisition will be numbered.

7. If funds are to be placed to the credit of a Disbursing Officer with other than the Treasurer of the United States, the name of the desired depository should be substituted on the face of the requisition for the words "Treasurer of the United States."

Arsenal

19.....

REQUISITION FOR FUNDS

For the Month

Ending....., 19.....
Amount, \$.....

INSTRUCTIONS

(Revised December 23, 1916)

1. This blank is for use in making requisitions for funds and will be prepared in triplicate on a typewriter; the ribbon copy on heavy paper and one carbon copy on thin paper will be forwarded to the Chief of Ordnance without letter of transmittal, and the other carbon copy will be retained by the officer making the requisition.

2. Requisition will be submitted prior to the roth of each month for the funds required for disbursement during the following month. As a

Form No. 18, O.D.

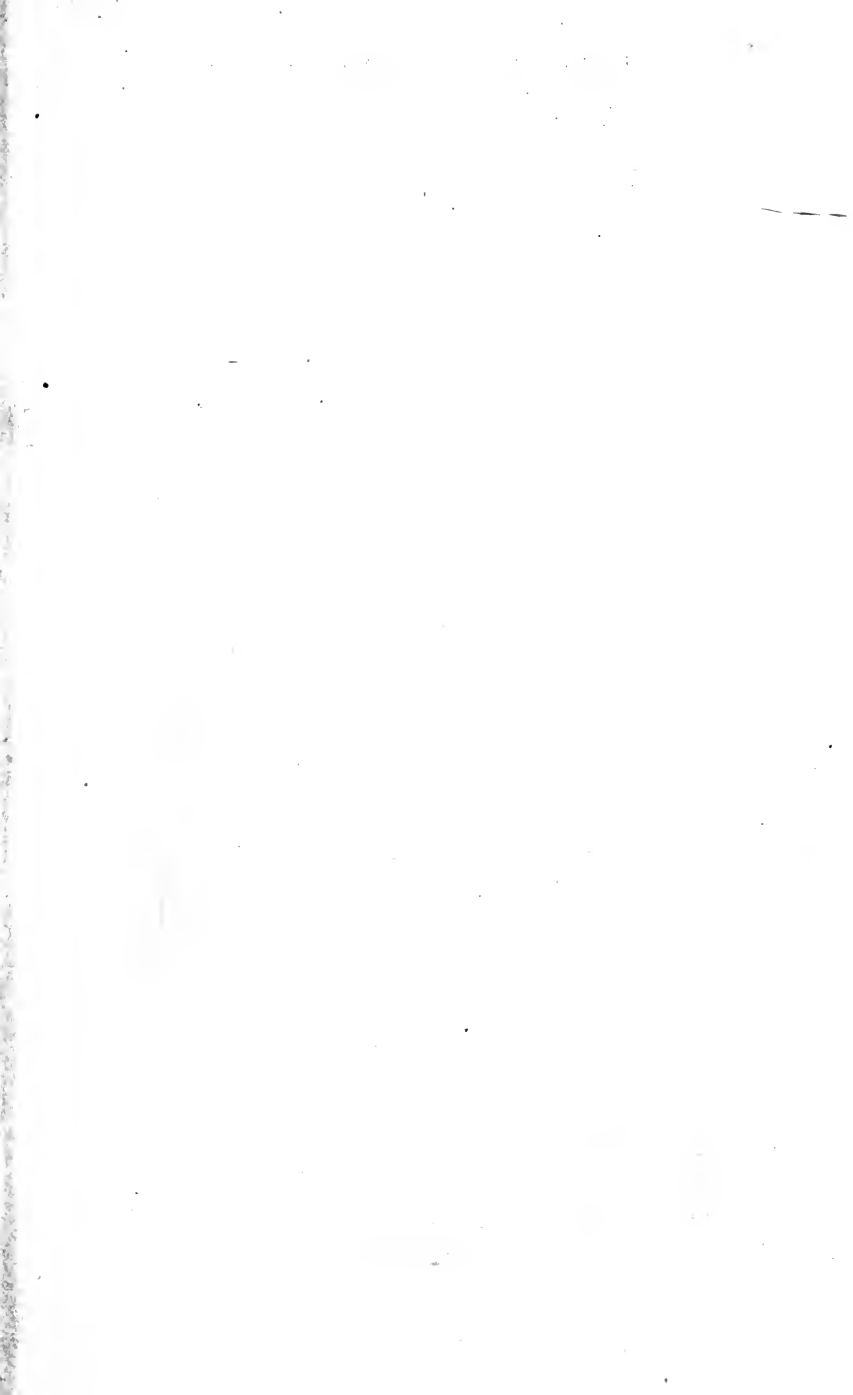
(Authorized by the Secretary of War, August 14, 1906)

Page.....

Class.....Section.....

NOS. OF VOUCHERS		1		2		3		4		5		6		7		8	
On hand from last return	Service- able Unserv- icable	Received	Issued	Received	Issued	Received	Issued	Received	Issued	Received	Issued	Received	Issued	Received	Issued	Received	Issued
Totals																	
On hand to be acct'd for on next return	Service- able Unserv- icable	(A)															
		(B)															

On line A under each heading enter the number of the articles remaining on hand which are serviceable, and on line B the number unserviceable
 [In the original, this form has lines across the page also]



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